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Exploring Employee Engagement for Understanding Employee Perspective

Helsinki Metropolia University of Applied Sciences

Master's Degree

Industrial Management

Master's Thesis

06 May 2015

Preface

In autumn 2014, I was searching for the topic of my thesis and thanks to my instructor Dr Marjatta Huhta who provided me with the thesis topic and introduced me to the concept of employee engagement. However it all started with a hunch that exploring employee engagement could be a possibility of research but later with support of Human Resource department of the case organization, it is shaped into a thesis.

I would like to express thankfulness to Dr Marjatta Huhta for her unconditional support and guidance through the thesis process. And I would like to give special thanks to Zinaida Grabovskaia, PhL for her persistent effort and helpfulness in challenges faced during my studies especially in the writing part. I would also like to thank Dr Thomas Rohweder and Dr James Collins for their concise comments and which helped thesis to move in right direction.

Finally, I would like to thank Jayant, my husband for his encouragement and patience during my studies and Kashvi, my daughter for supporting me with forbearance.

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Helsinki

May 11th 2015

Author Title Number of Pages Date	Kavita Hans Exploring Employee Engagement for Understanding Employee Perspective 82 pages + 3 appendices 6 May 2015
Degree	Master's Degree
Degree Programme	Degree Programme in Industrial Management
Instructors	Marjatta Huhta, DSc (Tech), Principal Lecturer Zinaida Grabovskia, PhL, Senior Lecturer
<p>This Master's Thesis studies employee engagement phenomenon in context of the case organization. The case organization in this study is an education provider and one of the most esteemed international universities of applied sciences in Finland. The case organization has experienced a decline in employee engagement in the past few years. This fact has been recognized by Human Resource department, and this drop was also registered in the recent employee related survey results. The objective of the study is thus to explore employee engagement in the case organization and suggest improvements based on the analysis of the current situation.</p> <p>To reach this objective, the employee engagement concept is studied with the help of academic and commercial models. In theoretical framework, factors affecting employee engagement are identified and categorized into the personal, interpersonal, and organizational factors. The research approach of this study is a case study approach with the data coming from two sources, the organizational surveys and interviews. To study employee engagement in the case organization, the researcher had, first, to match the commonly used employee engagements variables with the data collected from the employee satisfaction and well-being surveys conducted in the organization. This need arose from the fact that the case organization have not yet conducted any special employee organization surveys. This match of variables and organizational results made it possible to diagnose the current state of employee engagement in the case organization. After that, the results were enriched with the data coming from interviews with the teaching staff.</p> <p>After identifying the key challenges from the data analysis, they were addressed by using best practice obtained from literature review. Measures to improve employee engagement are categorized and approached from six perspectives: personal satisfaction, work, career opportunities, collaboration with co-workers, leadership and company practices. Recommendations are proposed how to improve all six areas in the case organization. The study demonstrates that employee engagement includes a continuous process of measuring, analysing results, learning from drawbacks, taking actions for improvement, and again measuring for next year. The study proposes a set of recommendations for the case organization for avoiding further decline. As the paramount step to improve employee engagement, the study suggests that the case organization should improve its human-to-human interaction by providing individualized support and encouragement to each and every employee.</p>	
Keywords	Employee Engagement, Survey

Contents

Preface

Abstract

Table of Contents

List of Figures

List of Tables

1	Introduction	1
1.1	Case Organization Background	1
1.2	Background of the Problem	2
1.3	Business Challenge and Objective of the Study	4
1.4	Structure of the Study	4
2	Method and Material	5
2.1	Research Approach	5
2.2	Research Design	6
2.3	Data Collection and Analysis	8
2.4	Validity and Reliability	11
3	Existing Knowledge on Employee Engagement	14
3.1	Outline of Employee Engagement Concept	14
3.2	Factors Affecting Employee Engagement	15
3.2.1	Individual Factors	15
3.2.2	Interpersonal Factors	18
3.2.3	Organizational Factors	21
3.3	Conceptual Framework 1: Employee Engagement Concept	22
4	Current State Analysis	26
4.1	Organizational Structure in the Case Organization	26
4.2	Employee Engagement Studies in the Case Organization	29
4.2.1	Great Places to Work (GPW) Survey	29
4.2.2	ParTy Survey (Parempi työyhteisö)	36
4.2.3	Analysis of Survey Results (Data 1)	38
4.2.4	Key Challenges Identified in Survey Results (Data 1)	41
4.2.5	Summary of the Current State Analysis (Data 1)	42
5	Best Practice for Employee Engagement	45

5.1	Review of Employee Engagement Best Practice	45
5.2	Areas of Employee Engagement Best Practice	47
5.3	Employee Attitudes and Behaviours Manifested in a Well-Engaged Employee	50
5.4	Conceptual Framework 2	53
6	Building Proposal to Suggest Improvements in the Case Organization	57
6.1	Findings of Data 2	57
6.2	Key Challenges Identified in Interviews (Data 2)	63
6.3	Proposal of the Study	68
6.4	Validation of the Proposal	76
7	Discussion and Conclusions	78
7.1	Summary	78
7.2	Evaluation of the Thesis	80
7.2.1	Outcome vs Objective	80
7.2.2	Reliability and Validity	80
7.3	Final Words	81
	References	1
	Appendix 1	1
	Appendix 2	2
	Appendix 3	4
	Appendices	
	Appendix 1. Great Place to Work Survey Results for Year 2011-2014	
	Appendix 2. Mapping of Great Place to Work Survey against Commercial Models of Employee Engagement	
	Appendix 3. Employee Engagement Survey proposed for Internal Use of the Case Organization	

List of Figures

Figure 1. Case Organization in Brief

Figure 2. Gallup's Employee Engagement Survey Results

Figure 3. Research Design for the Study

Figure 4. Conceptual framework¹ for this study: Factors affecting employee engagement

Figure 5. Current Organizational Structure of the Case Organization

Figure 6. Previous Organizational Structure in the Case Organization

Figure 7. ParTy Survey key figures

Figure 8. Adaptation of Linkage model

Figure 9. Leadership emphasis on Service Leadership

Figure 10. Linkage between Climate for service, Process and Procedures

Figure 11. Linkage between Climate for Employee well-being, Team Climate and Support Climate

Figure 12: Linkage between Engagement, Attitudes and Behaviours

Figure 13: Characteristics of an engaged employee

Figure 14. Gallup's 12 indicators of engaged employees

Figure 15. Conceptual Framework 2 for this study: Best Practice to Improve Employee Engagement

Figure 16. Logical structure of the proposal

Figure 17. Work related improvements for the case organization

Figure 18. Improvements related to Collaboration with co-workers

Figure 19. Improvements related to Career opportunities in the case organization

Figure 20. Improvements related to Leadership in the case organization

Figure 21. Improvements related to Company Practices in the case organization

List of Tables

Table 1. Different research strategies

Table 2. Interview details for Data 2

Table 3. Validation details for Data 3

Table 4. Actions taken in the study to match the case study approach

Table 5. Concepts and sources identifying the factors affecting employee engagement.

Table 6. Mapping of EE drivers from the Tower Perrin Model to the questions of “Great Places to Work” Survey

Table 7. Mapping of EE drivers from Aon Hewitt Model to the questions of “Great Place to Work” Survey

Table 8. Mapping of EE drivers from Gallup Q12 to the questions in the “Great Place to Work” survey

Table 9. Results and questions (areas) indicating high employee engagement

Table 10. Results and questions (areas) indicating intermediate employee engagement

Table 11. Results and areas indicating intermediate employee engagement from the ParTy Survey

Table 12. Results and areas indicating low employee engagement

Table 13. Key Challenges Identified during the current state analysis (Data 1)

Table 14. Concepts and respective sources used in Conceptual framework 2

Table 15. Key Challenges Identified in the interviews with the teaching staff

Table 16. Key Challenges Categorization (consolidated from the current state analysis: surveys and interviews)

1 Introduction

For doing good business, companies and organizations are working hard to create a humanistic, meaningful and engaging work environment for their employees. For creating such an environment, organizations are improving various aspects of their work, focusing specially on the employee engagement. Having a similar challenge in the case organization, this study concentrates on exploring and proposing improvements to the employee engagement issues.

1.1 Case Organization Background

The case organization of this study is Helsinki Metropolia University of Applied Sciences, one of the largest University of Applied Sciences in Finland. A number of organization, including such giants as EVTEK, merged first into Helsinki Polytechnic Stadia and then into Helsinki Metropolia University of Applied Sciences, which began operations on 1st August 2008. The case organization has 15 campuses in the Helsinki Metropolitan area has around 16,800 students and staff is around 1,100. The shareholders of the case organization in charge of the higher education and it is operating capital region cities- Helsinki, Espoo, Vantaa, Kauniainen and Kirkkonummi. Presently, Metropolia has its main study fields in Technology, Healthcare and Social Services, Economics and Business Administration, and Culture.

Figure 1 shows the field studies where Metropolia University of Applied Sciences has expertise and offers degree programs.

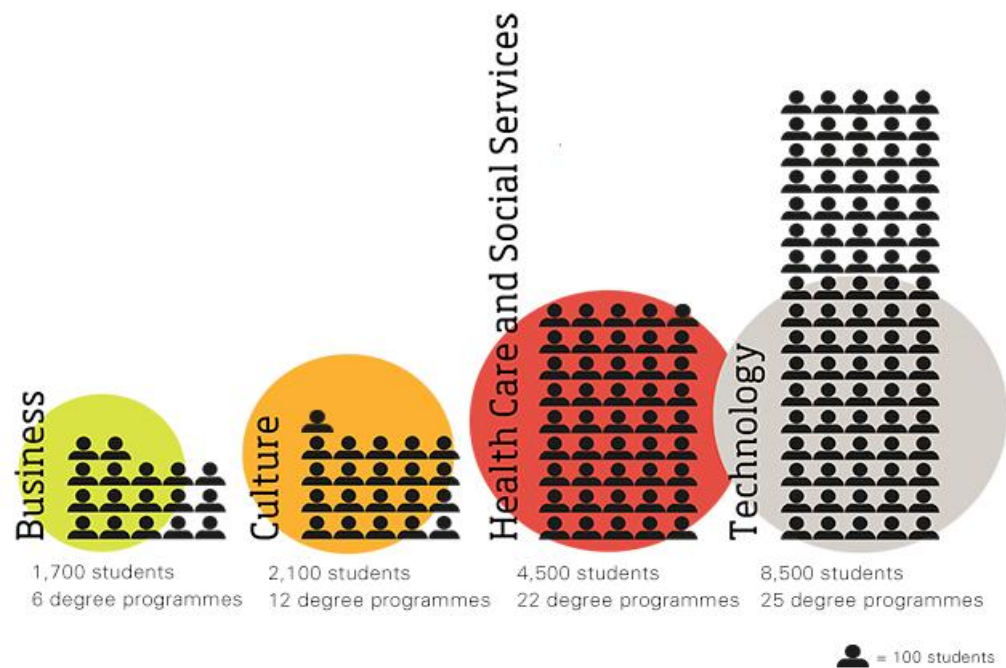


Figure 1. Case Organization in Brief (Metropolia, 2015).

The core values of the case organization are High Quality, Expertise, Transparency and Community Spirit. Vision of the case organization is to become Finland's most respected university of applied sciences. Metropolia University is one of the most international universities of applied sciences in Finland, with high student and teacher mobility, work placement opportunities abroad, and various international projects.

1.2 Background of the Problem

As service business is people's business, to survive in this competitive world, companies and organizations depend on their employees. Business practice suggests that a successful organization has the employees engaged to their organization, who are more committed and innovative and show more initiatives at their workplace.

Employee engagement is defined by many authors such as (Cook, 2008; Ellegbe, 2010; Hellevig, 2012). According to Cook (2008: 3), employee engagement is the degree to which employees perform their roles with passion and energy in a positive manner. It does not only include engagement with work but also with the organization, visible in commitment and desire to stay with one's

organization. Employee engagement is the state that encourages employees to get aligned to the organizational strategies and aims towards an organizational success (Halbesleben 2010). Although the definitions of employee engagement may differ, all studies agree that employee engagement makes an important contributor to the productivity of an organization (Hakanen 2011). At the same time, the research suggests that employee engagement can be challenging to achieve without special efforts into that direction.

World-wide studies of employment engagement show that only 13% employees are fully engaged, 63% are not engaged and rest 24% are actively disengaged (Gallup 2013), which is shown in Figure 2 below.

Worldwide, Actively Disengaged Employees Outnumber Engaged Employees by Nearly 2-1

2011-2012 results among employed residents, aged 18 and older, in 142 countries and areas

	2009-2010	2011-2012
Actively disengaged	27%	24%
Not engaged	62%	63%
Engaged	11%	13%

GALLUP®

Figure 2. Gallup's Employee Engagement Survey Results (Gallup 2013).

Moreover, many studies that are previously conducted show that engaged employees do not think of changing their workplace (Hakanen 2011). Companies are spending approximately \$720 million on employee engagement each year and this amount is expected to increase. Still, even after spending money on diagnostics through surveys and models, companies often overlook to make efforts, or misdirect them, when aiming to improve the factors affecting employee engagement.

There are many internal and external factors that affect employee engagement. Employees are able, for example, to engage through physical, cognitive and emotional dimensions in their roles at workplace. Factors affecting employee

engagement also include safety, availability and meaningfulness. These factors are linked positively with employee engagement and contribute in enrichment of job and work role fit (Kahn 1990: 694). Therefore, since these factors are many, employee engagements creates a significant problem for organizations and the bar of employee engagement is needed to be raised, as employee engagement is a vital for achieving sustainable growth of organizations.

1.3 Business Challenge and Objective of the Study

The case organization has experienced a decline in employee engagement in the past few years. This fact has been recognized by Human Resource department, and this drop has also been registered in the recent employee related survey results. Since employee engagement significantly affects such aspects as employee retention and loyalty towards the organization. The objective of the study is to explore employee engagement in the case organization and suggest improvements based on the analysis.

1.4 Structure of the Study

This study is written in eight sections. Section 2 describes the research approach, data collection and analysis methods and also way in which research is conducted. Section 3 discusses employee engagement concepts through literature review. Then, Section 4 discusses the results of current state analysis through analysing employee engagement results in the case organization. After the current state analysis, Section 5 discusses the best practice in order to identify existing knowledge related to improving employee engagement. Section 3 and 5 also provides the conceptual framework for this study. Section 6 presents the proposal for improving employee engagement in the case organization. It also discusses the results from the validation of the proposed recommendations. Section 7 presents a summary of the thesis and evaluates the reliability and validity of the study.

2 Method and Material

This section provides an overview of the research approach and research design of this study, and also discusses the data collection and analysis methods used in this study.

2.1 Research Approach

The research approach used for this study is the case study approach. Case study approach is the one of the most used research methodology in fields of social sciences, social works, psychological fields and areas of business (Yin 2003:1). It is an approach used for research, focusing on different aspects in a single scenario. One or many cases and levels of analysis are involved in this analysis. Case study ensures multiple levels of analysis within a single study. It combines data collection methods such as interviews, surveys, questionnaire, observations and remarks (Eisenhardt 1989: 534).

Yin (2003) explains case study as an investigation in depth to a phenomenon and real-life context without any evidence of clear boundaries between them. A case study method also includes different techniques of data collection and analysis. Selecting a research approach in studies depends on the three important conditions which include: research question posed, control of researcher over activities and amount of focus on existing procedures (Yin 2003:8-18). Different strategies for research in relevant situations are shown in Table 1 below.

Table 1. Different research strategies (Adapted from Yin 2003: 8).

Strategy	Forms of research question	Requires Control over Behavioral Events?	Focuses on Contemporary Events?
Experiment	How, why	Yes	Yes
Survey	Who, what , where, how, many, how much	no	yes
Archival Analysis	Who, what , where , how many, how much	no	Yes/no
History	How, why	no	no
Case Study	How , why	no	yes

As shown in Table 1 above, the three categories are related to five main research strategies, including the forms of the research question.

The research question for this study answers the question “*how*” and aims at improving employee engagement in the case organization. The behaviour of the people involved in the study cannot be manipulated and the examination of contemporary events is focused. All data for this research is collected in the form of surveys and interviews. Although there exists an ambiguity between context and phenomenon. This study is limited to the case organization and objective of this study is to explore a particular phenomenon in that organization group of people. Taking all these specific features into account, the research approach of this study is chosen as the explorative case study approach.

2.2 Research Design

The study has started with identification of the business problem in the case organization, which is narrowed into a research question. Figure 3 below shows the steps involved in the study which are taken to answer the research question. The steps explained below build the research design of the study.

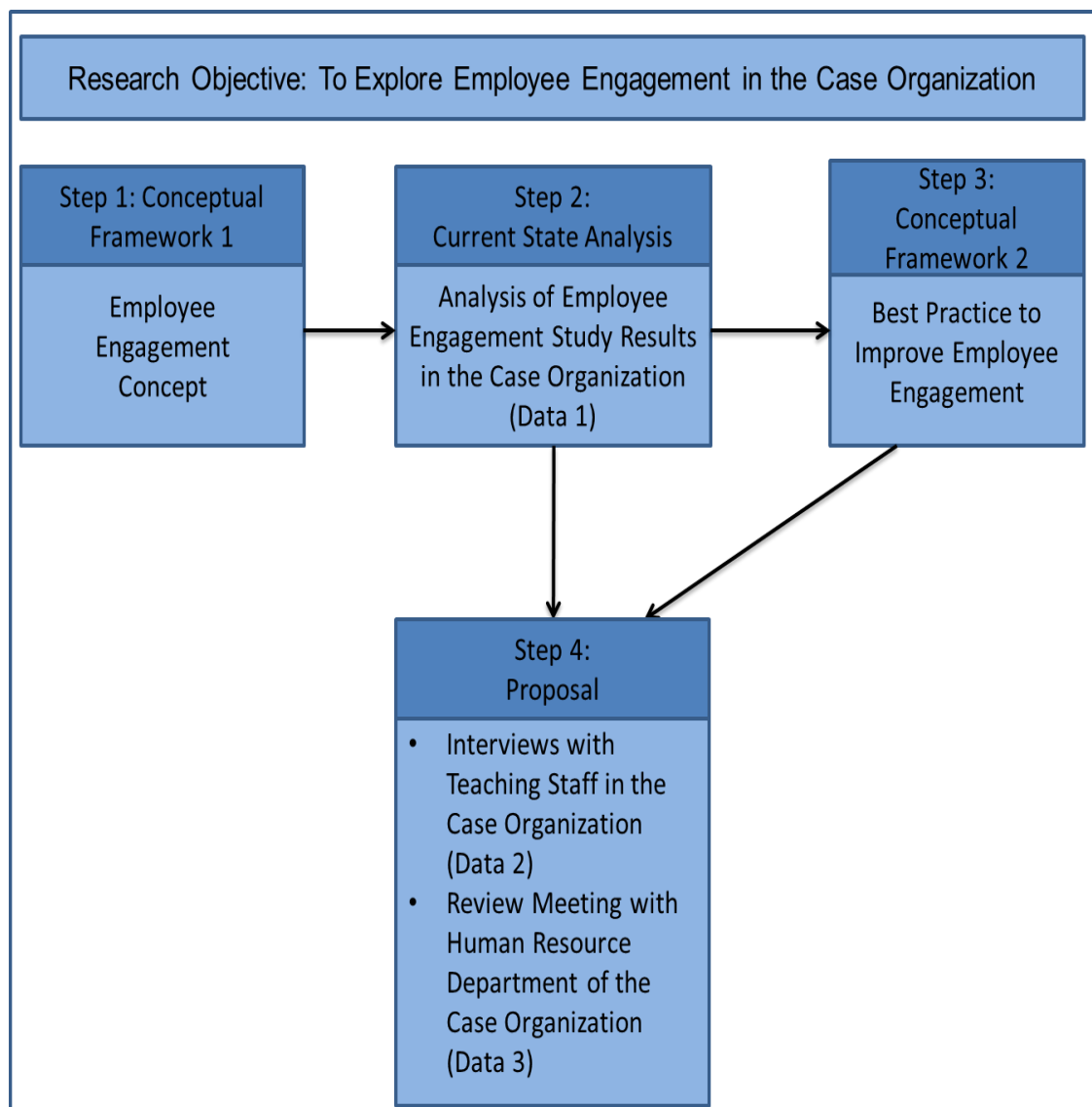


Figure 3. Research Design for the Study.

The research design starts with identification of the business problem and formulation of *the Research objective*, which is formulated as 'Explore Employee Engagement in the case organization'. After the research objective, literature review is done on the concept of employee engagement. Academic models and commercial models are studied and factors affecting employee engagement are identified from them. The identified factors affecting employee engagement are systematized and presented as *Conceptual framework 1*. After defining Conceptual framework 1, *Current state analysis* is done to analyze the situation in the case organization, based on the employee engagement concept. As there is no direct survey available to measure employee engagement in the case organization, the available and reputed employee satisfaction

surveys are analyzed (such as Gallup's, for example) and the questionnaire used in the case organization's survey is mapped against the identified employee engagement drivers from the commercial models. Further on, *Conceptual framework 2* is drawn to find the best practice to improve employee engagement, and the findings are combined and presented as Conceptual framework 2. The findings of the current state analysis and conceptual framework 2 are used for building *the Proposal* for the improvement of employee engagement. Interviews with teaching staff are conducted for making *Recommendations* for the improvement of employee engagement in the case organization and suggestions of survey for internal use of the case organization to monitor employee engagement. Proposal is validated by the Human Resource department and this step also includes the changes made to the initial proposal.

2.3 Data Collection and Analysis

Yin (2003) argues that for data collection of the case study research approach should include multiple sources of data, in order to create a reliable case study database and to maintain a chain of evidence. Accordingly, the data for this study is collected from different sources. Before the data collection has started, literature review on the concept of employee engagement is done to help in identifying the relevant factors affecting employee engagement in the case organization. Further data collection analysis is done based on the concepts studied in employee engagement.

The data collection for this study includes two types of data sources. First, the data includes the results of the survey "Great Place to Work" collected from the Human Resource Department, and the results of the surveys previously conducted in the case organization. This data is marked as Data 1 and the data type is secondary data. This data is marked as Data 1 in the Research design in Figure 3. This data is collected from the HR department is therefore classified as the secondary data which contains results of the previous year's employee satisfaction surveys in the case organization.

In Data collection 2, used for building proposal, the data is collected in the form of interviews and it is marked as Data 2 in the Research design. Data 2 is collected through interviewing personnel from different departments in the case organization and is thus classified as the primary data.

Finally, for Data collection 3, the data is collected in a review meeting with the HR department of the case organization. This data collection is focused on validating the proposal for improving employee engagement in the case organization.

For data analysis, mostly the qualitative analysis methods were used, especially the Content and Thematic analyses. Additionally, some elements of the numerical calculations were employed (averages, percentages, comparison of numerical results) to deepen and complement the qualitative findings.

a) Surveys

In the case organization, surveys are regularly done on the employee related topics. One of such survey is “Great Place to Work” that is conducted every year to know the views of the employees towards the organization. For the current state analysis, the survey data for year 2013 is used (the survey was conducted from 4 to 19.11.2013 and the results were discussed with the staff in 2014). The results on the organization level survey results were collected from the case organization’s intranet; while the department relevant data was collected from the HR department. Additionally, the ParTy survey results were also used for the current state analysis; this is the survey which is used for identifying the health and well-being issues of the employees.

For the data analysis of Data 1, numerical calculations were used for analysis of data. As there is a noticeable decline in employee engagement over the years, it was necessary to report the summary of the data also in a graphical form, for comparing the results over a few past years. For this data analysis, also commercial models of employee engagement were taken into account. As “Great Place to Work” survey do not provide direct results on employee engagement, it could not be directly used to draw conclusions and suggestions on the employee engagement in the case organization. Therefore, the questions from the organization’s “Great Places to Work” results were matched in the best possible approximation against the questions on the employee engagement drivers present in the best available commercial models, such as Tower Perrin, Aon Hewitt and Gallup. The results of this comparison, presented in percentages, from Great Places to the “Great Place to Work” survey were then mapped against the questions on the employee engagement drivers. Then results were then averaged and analysed, over the years of 2011, 2012, 2013 and 2014, to find the patterns of employee engagement factors relevant for the case organization. Similarly,

data of ParTy survey was also used to analyse the situation with the employee engagement over the years and cross-check it also with the finding also from that source.

b) Interviews

For building the proposal, Data 2 was collected in the form of the interviews with the staff. It was done by interviewing the personnel working in the case organization. Due to complexity of the topic, the theme of the interview was discussed before the actual interview with the informants. The informants have discussed their experiences while working in the case organization, and shared insights and possible inputs for building the improvement proposal. The interviews were conducted in English, and all the data from the interviews was tape-recorded using a recording device. After the interviews, field notes are written immediately after the interview took place, to make sure that the interview data are not missed. Details of the interviews done in the case organization are shown in Table 2 below.

Table 2. Interview details for Data 2.

	<i>Informant's position and affiliation</i>	<i>Data collected</i>	<i>Date</i>	<i>Duration</i>	<i>Recorded</i>
1	Informant 1 Head of the degree	Interview, face-to-face	01/04/2015	30 minutes	filed notes/recording
2	Informant 2 Senior Lecturer	Interview, face-to-face	02/04/2015	40 minutes	filed notes/recording
3	Informant 3 Senior Lecturer	Interview, face-to-face	02/04/2015	45 minutes	filed notes/recording
4	Informant 4 Senior Lecturer	Interview, face-to-face	07/04/2015	45 minutes	filed notes/ recording
5	Informant 5 Senior Lecturer	Interview, face-to-face	10/04/2015	40 minutes	filed notes/ recording
6	Informant 6 Senior Lecturer	Interview, face-to-face	10/04/2015	40 minutes	filed notes/ recording

The Proposal and Recommendations to improve employee engagement in the case organization are built on the basis of the best practice and interview findings done at Data collection 2. In Data collection 3, the proposal was validated in the interview with

the Head of HP department. The details for this validation session are shown in Table 3.

Table 3. Validation details for Data 3.

2	Human Resource Planning Manager	Meeting	16/04/2015	40 minutes	filed notes/ recording
3	Human Resource Planning Manager	Meeting	16/04/2015	40 minutes	filed notes/ recording

The data from Data collections 1, 2 and 3 were analysed using the Content and Thematic analysis methods for qualitative data.

2.4 Validity and Reliability

Validity of a study is done to ensure the correctness and credibility of that study. For any research, it includes the step to ensure the correctness and credibility of that study. It includes accuracy and precision of data collected for that study, and the step to avoid possible bias from the researcher. It also keeps the viewpoint of the people included in the study (Maxwell 1996). According to Yin (2003), in a case study approach four critical aspects are responsible for maximizing quality in it. These are construct validity, external validity, and internal validity and reliability measures. *Construct Validity* is used for studying concepts that are responsible for identifying correct operational measures. *Internal Validity* is to distinguish false interactions by establishing a causal interaction. *External Validity* is used for defining the domain where conclusions of domain are comprehensive. *Reliability* demonstrates that the same results can be obtained by repeating same data collection methods (Yin 2003: 40-41).

The most important aspect of good research is to answer the research question of the study (Quinton and Smallbone 2006: 127). To ensure the validity of this study, data collection and analysis is explained in detail. For a more precise data analysis, the questionnaire and results of “Great Places to Work” survey, which are available in the case organization, are mapped in the best possible approximation manner against the most reputed commercial models for measuring employee engagement.

The main criterion of *reliability* is to avoid unfairness in research. Therefore, reliability can be improved by testing the research process and analysis as if were performed by

using different research and analysis methods, or if conducted by another researcher. It also includes trustworthiness and authenticity of the study. Trustworthiness is achieved through avoiding researcher's bias, triangulation and richness of data, as well as testing and piloting the data. Authenticity of data consists of educative, catalytic and tactical authenticity and fairness (Lincoln and Guba 1994). To ensure reliability of this study, data is collected from different sources and at different points of time. The information on the informants is kept confidential and reported as anonymous data pool. Thus, these steps should help in ensuring reliability by conducting open, multifaceted and honest discussions and comparisons. In Table 4 below, the actions taken in the study to ensure validity and reliability are summarized.

Table 4. Actions taken in the study to match the case study approach (based on Yin 2003).

Tests	Case Study actions (general) to enhance Validity and Reliability	Phases where these actions occur	Actions taken in this study
Construct Validity	Use multiple sources of evidence; Data is collected rigorously	Data collection	Different surveys are used and multiple informants are interviewed; Interviews are recorded using tape and memos are written over them
	Establish chain of evidence	Data collection; Data analysis	Findings from the current state and literature/best practice analyzed, discussed and interpreted in a consistent way
	Have key informants review the draft of the case study report	Proposal building/Proposal Validation	Human Resource department has reviewed the Proposal for the study
Internal Validity	Do pattern matching	Data Analysis	Findings of the current state analysis are matched from different sources and against the theory
	Do explanation building	Data Analysis	Analysis of the case study findings and suggestions is done by explanation of the case, context and tying it to the relevant theories
External Validity	Use theory in single case studies	Research Design	Thorough grounding on the concept of employee engagement

Reliability	Use case study protocol	Data Collection	Steps carried during the study are documented and explained
	Develop case study database	Data Collection	Data collection database is maintained for both literature and data (surveys and interviews)

3 Existing Knowledge on Employee Engagement

This section gives an overview of the concept of employee engagement and aims to review existing knowledge available in literature.

3.1 Outline of Employee Engagement Concept

The concept of Employee Engagement was first formally presented by William Kahn in 1990s and explained as engagement and disengagement on individuals. Employee engagement was also demonstrated on the physical, cognitive and emotional levels through performance of employee roles at work. W.Kahn also identified the three psychological conditions related to engagement or disengagement at work, which are *safety*, *availability* and *meaningfulness* (known as SAM). After Kahn's examination on employee engagement, May et al. (2004) specified that safety, availability and meaningfulness are the key drivers of engagement related them to job performances as *the job role fit*. Similarly, many other authors have defined employee engagement. For example, according to Harter et al. 2002), employee engagement is defined as the *involvement*, *satisfaction* and *enthusiasm* of individuals with work (Harter et al. 2002). Engagement is the positive and fulfilling state of mind at work described by *dedication*, *absorption* and *vigor* (Schaufeli et al. 2002). Robinson et al. (2004), described engagement as *positive attitude* of employee for organization and its values. It also includes business context and work to improve personal and organizational effectiveness. According to Saks (2006: 602), employee engagement is linked to *individual performances* that make a distinct and unique construct that consist of cognitive, emotional and behavioral components. On top of the definition of employee engagement by Saks (2006), Shuck and Wollard (2010) explain employee engagement as emotional, cognitive and behavioral components of individuals that are focused towards the organizational results.

According to Tower Perrin (2009), engaged employees are those who are discretionary at work and are highly vigorous and dedicated to their job; while disengaged employees are those who are not enthusiastic and disconnected at work (Tower Perrin 2009). Bakker and Demerouti (2008), refer to four important factors that distinguish engaged employees from the disengaged ones, such as the engaged employees' experiences of positive emotions and the engaged

employee's experience of better health. Engaged employees also generate their personal and job resources and transmit engagement in them to other employees (Bakker and Demerouti 2008).

Since many theories, approaches and their respective definitions exist on the concept of employee engagement; this presence of many definitions makes it a difficult concept to explore. As the purpose of this study is to improve employee engagement, it starts with studying the phenomenon of employee engagement as an attempt to comprehend the factors affecting employee engagement. It is done in a form of studying and consolidating the most reputed academic and commercial models.

3.2 Factors Affecting Employee Engagement

The concept of employee engagement has multiple definitions from many researchers. There is no uniformity among the concepts and direct measure for measuring employee engagement. Also there exists overlapping among other related concepts. In Appendix 1, all the drivers of employee engagement are consolidated from different models of engagement. After taking a closer look at different models of employee engagement and to reduce ambiguity, this study is synthesised into three broad factors affecting employee engagement such as individual factors, interpersonal factors and organizational factors, this is done to ensure the uniqueness of this study. Personality or personal choices do affect to some employee engagement at an individual levels. But interactions at workplace with co-workers and managers also play an important role in engagement levels.

3.2.1 Individual Factors

One of the factors affecting engagement at work includes individuals and this section reviews the factors associated with individuals.

A. *Personality Traits*

Every individual is different from others and has their own personality. Similarly same work conditions may appear different depending on individual's perception. For any individual behaviour, perception is the key element. According to Buchanan et al. (2004), perception is the 'dynamic psychological process responsible for organizing and understanding of sensory data' (Buchanan et. al 2004:215). Perception helps individuals to sense, interpret and respond to their environment and respond to events and people surrounding them. Therefore due to perception, individuals receive or analyse information's in different manner. Individuals classify and sense proceedings according to their exclusive personality, previous involvements, awareness, prospects and present requirements, urgencies and benefits (Robinson 2006). Perception affects personality and in addition to that helps in judging social and physical factors of environment.

There are five traits of Personality such as extraversion, agreeableness, conscientiousness, openness, and neuroticism. Extraversion is indicated by positive feelings and emotions. It has empathy to be confident, enthusiastic and optimistic. An individual with extraversion tends to social, prefer groups and experience positive energy. Agreeableness is the property to be trusting, caring and generous in attitude. Such individuals help others and expect help in return. Conscientiousness individuals are determined and ambitious. Individuals are self-disciplined and goal-oriented. Neuroticism measures continuum of emotional stability and adjustments. Individuals at high end of neuroticism experience fear, anger, tension etc. and individuals at low end are emotionally stable. Openness is the tendency to be creative, curious and sensitive. Individuals with openness are more inclined towards art and creative activities (John and Shrivastava 1999: 102-138; Costa and McCrae, 1992:509-516). Individuals do have different personality and personality traits are reflected at work as engaged employees are tend to have higher levels of extraversion and low levels of neuroticism (Langelan et al. 2006: 521-532). Different personality types leads to different levels of engagement.

B. *Personal Engagement*

Psychological conditions at workplace are studied to find people's engagement or disengagement at workplace. Personal engagement is the mixture of individual's behaviour on expressing and employing himself. Personally engaged individuals keep themselves within any particular role and does not sacrifice it for others. However personal disengagement is the withdrawal and defence of a self-preferred behaviour of a person in the behaviours that promote a lack of associates, physical, cognitive, emotional absence, and also passive, incomplete role performances. Personal disengaging involves uncoupling self from the role; people's behaviours display an evacuation or suppressing. Employees are able to engage through physical, cognitive and emotional dimensions in their roles at workplace. W.Kahn also argues that factors that affect engagement at work are safety, availability and meaningfulness (known as SAM) and these factors are positively linked to it and contribute in enrichment of job and work role fit. W.Kahn argues that the psychological conditions serve as the basis for engagement are safety, availability and meaningfulness. Safety is explained as the feeling to show and employ one's self without fear of negative consequences to personal image, career or status. It is supported by interpersonal relationships and allows people to try and fail without worrying about the consequences. Availability is the feeling of having physical, emotional or psychological resources to personally engage at a particular moment. It corresponds to physical energy, emotional energy, and insecurity and outside world (Kahn, 1990). These factors contribute to personal engagement at work in a holistic way.

C. *Meaningfulness at work*

Out of the three psychological factors mentioned above which contribute to employee engagement, meaningfulness shows the strongest relations and is linked positively with job enrichment and work role fit. It relates to the satisfaction of personal needs which provides meaning in life and also refers to personal identification as compared to others involved in the role. It is the state of feeling worth, valued and appreciated for the work (Kahn 1990:698-708). Also in May et al (2004), model of engagement, 'meaningfulness' at work are related to relationships at work. Lack of meaning at work can lead to disengagement at

work (May et al. 2004). According to Fischer (2012:49), meaning at work is one of the key features that influence individual psychological climate and impacts human mind and the actions that form the organizational climate.

D. *Emotional Constraint*

According to Tower Perrin (2003), emotions and rationality are main features of employee engagement. On the broader level emotions helps to understand individual's personal satisfaction at work. Also engagement is a continuous process, depends upon the experiences at work place. Major factors behind building engagement are not competitive pay or making employees happy, on the contrary it is more based on autonomy and opportunities for development, accountability and strong leadership (Tower Perrin 2003). Engagement is associated with emotional experiences and well-being. Emotions not only affect personal lives but also performance at work (May et al. 2004). However, individual differences play an important role in employees' level of engagement (Robinson, 2006). Gender differences exist at work such as work to family enrichment is experience by men; however work to family depletion is experienced by females (Rothbard, 1999). In United States, more fulfilments is attained by women in jobs in terms of engagement over men (Gallup 2003).

Though employee engagement at work is an individual experience but it is does not materialize in isolation. The next sub-section covers interpersonal factors affecting employee engagement.

3.2.2 Interpersonal Factors

Engagement at work lies beyond individual experiences and goes beyond the personal factors to consider the social dynamics among individuals. It is therefore important to review interpersonal factors responsible for engagement at work.

A. *Collaboration with co-workers*

In many engagement models, support from co-workers is important to be engaged. According to Tower Perrin Model (2003:17), a work environment which

is cooperative and teams work is encouraged in employees is listed among the drivers of engagement. Kahn's (1990) supported open, positive and trusting interpersonal skills at work. Psychological differences impact individual's ability to engage and disengage in their role performances at work. Interpersonal relationships encourage psychological safety and offer trust, openness, flexibility and lack of threat. Supportive and trusting interpersonal relations foster employee engagement among employees (Kahn 1990:708-709). Individuals with rewarding interpersonal interactions with their co-workers also should experience greater meaning at work. When treated with dignity, respect and value for their contribution, individuals obtain sense of meaningfulness. Employees helping each other in tough times build a mutual respect and amplify the perceptions of psychological safety and meaningfulness. Also collaboration with supervisor is also one of the important aspects in employee engagement (May et al. 2004: 15-17). In Gallup's Q12 meta-analysis which is used to measure employee perceptions of the quality of people-related management practices, collaboration with co-workers is important as per Q12 statements for engaged employees which include the statement as *I have a best friend at work*. According to Gallup, management should encourage the opportunities for employees to know each other and support trusting relationships at workplace. It improves communication, trust and other outcomes (Gallup 2006).

B. Communication

It is one of the crucial interpersonal factors and is important for any relations. There is no substitute for communication, as employee engagement is all about employees and their organisation. Employees feel to be more engaged if communicated about health care, retirement, performance, business and financial results. Also management should their concern by involving employees through sharing their ideas; ask for their comments and inputs. Communication involves both listening and informing about the issues with sufficient context (Tower Perlin 2003: 27-28). In the Robinson et al., model, two-way and open communication is identified as one of the drivers of engagement. It allows employee to voice ideas and suggest better way of doing things. And also keeps employees inform about relevant information. Also in times of change in organizations, good communication plays a vital role as it build trust among employees (Robinson et al. 2004).

C. Leadership

Leadership is one of the key drivers of employee engagement and is related to both interpersonal and organizational factors. In fostering engagement, senior leadership roles and management have significant importance (Macey and Schneider 2008). Organizational leadership can be grouped into four leadership paradigms according to their organizational requirements, preferences and interdependent elements such as classical, transactional, visionary and organic. Classical leadership paradigm refers to dominance by an outstanding person or group of persons who commands others to act according to the assigned goals. The other group of persons generally follows the autocratic instructions.

In transactional leadership, leaders and followers negotiate to meet the specific targets. Followers agree or fulfil with leader's requirements in exchange of monetary rewards, resources or recognition. Visionary leadership gives a new dimension to leadership; followers are motivated to reach beyond their goals and are emotionally involved in the process. The last paradigm organic leadership is not a top-down approach, everyone is influenced in the process and many leaders can be involved. It does not necessarily have followers as everyone is emotionally involved and engaged. Classical and transactional leadership forms are likely to have negative impact on leadership.

Visionary and organic leadership are more likely to have organizational environment with more engaged employees (Avery 2004). As per the report 'Engaging for Success' by Macleod and Clarke (2009), as communication is important for organizations, leaders need to communicate organization's visions clearly and develop an open and transparent environment. Management should to give empowerment and autonomy to their employees and treat them fairly with respect. Employees should be given relevant training and have systematic feedback sessions (Macleod and Clarke 2009). As far as now importance of personal and interpersonal factors in employee engagement are discussed, along with them organizational factors are also responsible for affecting employee engagement and is discussed in the below sub-section.

3.2.3 Organizational Factors

Employee Engagement is always a two-way process and not only depends on individual and interpersonal factors of individuals, but also organization is responsible to leverage it.

A. Company Practices

Employees with engagement are happily involved and motivation is experienced at work. Such employees' shows full commitment and concentration at work (Bakker et al. 2011). Engagement is positive experiences which leads to optimistic consequences in organization such as productivity, proficiency, commitment, less absenteeism and also increase in overall performance of organization. Goals of any organization are connected to employee's personal goals, commitment towards organization, performance and participation (Denison et al. 2004).

According to Harter et al. (2006), in an organization, engaged employees perform better when provided with resources for getting the job done, adequate working conditions, support from organization, career opportunities, sufficient recognition and rewards, respect and positive psychological climate (Harter et al. 2006). Antecedents are different from job related or organizational engagement however these are built from them. Job characteristics is factor that provides individuals motivation and incentive to be present physically and mentally at their work and show more engagement.

Perceived organizational support (POS) ensures that contribution of employees is valued by organization and shows a feeling of care for them. Employee with POS at high levels shows more engagement at job and helps organization to reach their goals. Moreover employees with a belief that organization has care for them response it with being engaged to the organization. Distributive justice relates to perception of individuals and procedural justice discusses means of fairness employed for determining distribution and amount of resources. Perception of justice is relates to overall outcomes of organization such as satisfaction at job, commitment towards organization, OCB, personal performance at work and withdrawal at times.

Organization with fair justice practices have more employee engagement, as employees feel obliged towards the organization and return the favour through high levels of engagement. Consequences of employee engagement are result of relationship between both parties i.e. employees and organization. Job engagement and organizational engagement facilitate relationship between antecedents and consequences and are linked to job satisfaction, organizational commitment and organizational citizenship behaviour positively. However these are negatively linked to intention to quit (Saks 2006:604).

B. Career Advancement Opportunities

This aspect of employee engagement is related to both individual factors and organizational factors. A positive feeling of being involved and valued at work and is linked to positive to many factors such as training, development and career. Good quality line management takes interest in employee's career aspirations. Employees should have a feeling that organization has views for long term and provides training and development opportunities both for employees (Robinson et al. 2004:21). According to Harter et al. 2002, employees have more feelings of meaningfulness and safety when organization provides opportunities to employees for development and career advancement (Harter et al. 2002).

3.3 Conceptual Framework 1: Employee Engagement Concept

This study required two conceptual framework to be utilized. First, Conceptual framework 1 (presented in this sub-section) reviewed the current theories of employee engagement to provide an initial interpretation of the employee engagement concept through the key elements relevant for the purpose of this study. Subsequently, Conceptual framework 2, developed based on the results of the current state analysis, helped to formulate the improvement suggestions for better conditions for employee engagement.

As shown in Section 3 above, employee engagement is defined differently in literature, but from any scientific perspectives, employee engagement makes an important contribution to the productivity of an organization (Hakanen 2011). At

the same time, the available research suggests that employee engagement can be challenging to achieve without special organizational efforts into that direction.

Employees engaged to their organization are more committed and innovative, as well as show more initiative at their workplace. Many studies that are previously conducted shows that engaged employees are unlikely to change and do not think about changing their workplace (Hakanen 2011). Factors affecting employee engagement include *personal*, *interpersonal* and *organizational* factors that are related to various concepts in organizational studies.

If summarized, the most essential factors affecting employee engagement can be listed as shown in Table 5 below.

Table 5. Concepts and sources identifying the factors affecting employee engagement.

Concepts	Sources
Individual Factors	
Personality Traits	Buchanan et al., 2004
	Robinson et al., 2006
	Costa and McCrae, 1992
	John and Shrivastava , 1999
Personal Engagement and Meaningfulness at Work	Kahn , 1990
Meaningfulness at Work	May et al, 2004
	Fischer , 2012
Emotional Factors	Tower Perrin, 2003
	May et al., 2004
	Robinson et al., 2006
	Rothbard ,1999
	Gallup, 2003
Interpersonal Factors	
Collaboration with Co-workers	Tower Perrin Model , 2003
	Kahn, 1990
	May et al., 2004
	Gallup, 2006
Communication	Tower Perrin, 2003
	Robinson et al., 2004
Leadership	Macey and Scheinder, 2008
	Avery , 2004
	Macleod and Clarke , 2009
Organizational Factors	
Company Practices	Bakker et al., 2011
	Denison et al., 2004
	Harter et al., 2006
	Saks 2006
Career Advancement Opportunities	Robinson et al., 2004
	Harter et al., 2002

Table 5 above summarizes the key *factors* affecting employee engagement. It provides the information on the concept, factors and their respective sources analysed in this study in a systematic way to reduce ambiguity and understand the phenomenon of

employee engagement. If categorized, the identified factors can be divided into following three main groups (shown in Figure 4 below) and include the *personal*, *interpersonal* and *organizational* factors.

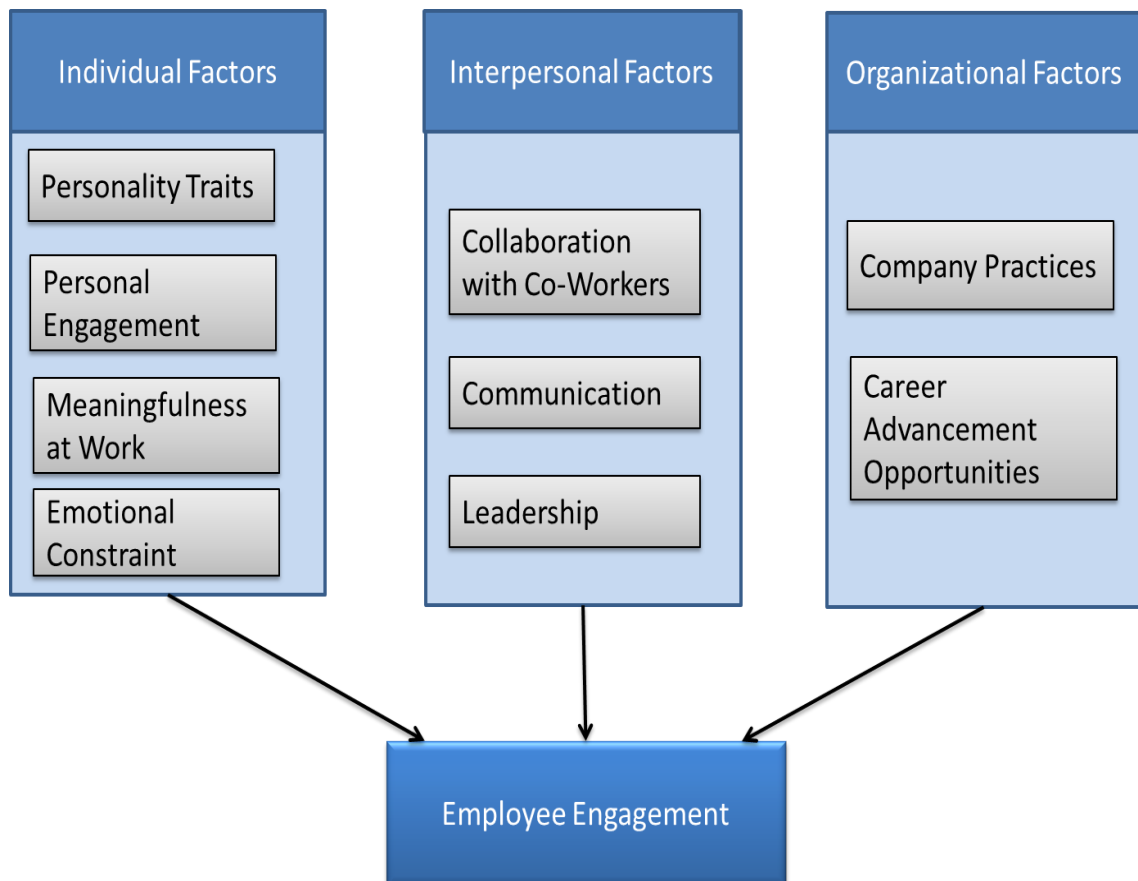


Figure 4. Conceptual framework¹ for this study: Factors affecting employee engagement.

Figure 4 below shows the factors affecting the employee engagement as identified from the available literature and categorized to form the Conceptual framework-1 for this study. This Conceptual framework-1 serves to conduct analysis on the current state of employee engagement in the case organization.

The next section discusses the results of the current state analysis. At a later stage, these results of the current state are applied to build a proposal for improving the employee engagement in the case organization.

4 Current State Analysis

This section starts with a brief description of the organization structure at the moment of the survey, and continues with a comprehensive analysis of the current state of employee engagement in the case organization. It examines the results of the organizational surveys against the commercial models of employee engagement.

4.1 Organizational Structure in the Case Organization

Currently, the organizational structure of the case organization is shaped by a major organizational reform that took place in the year 2013. Starting from the year 2014, the organizational structure presented in Figure 5 below came into operations.

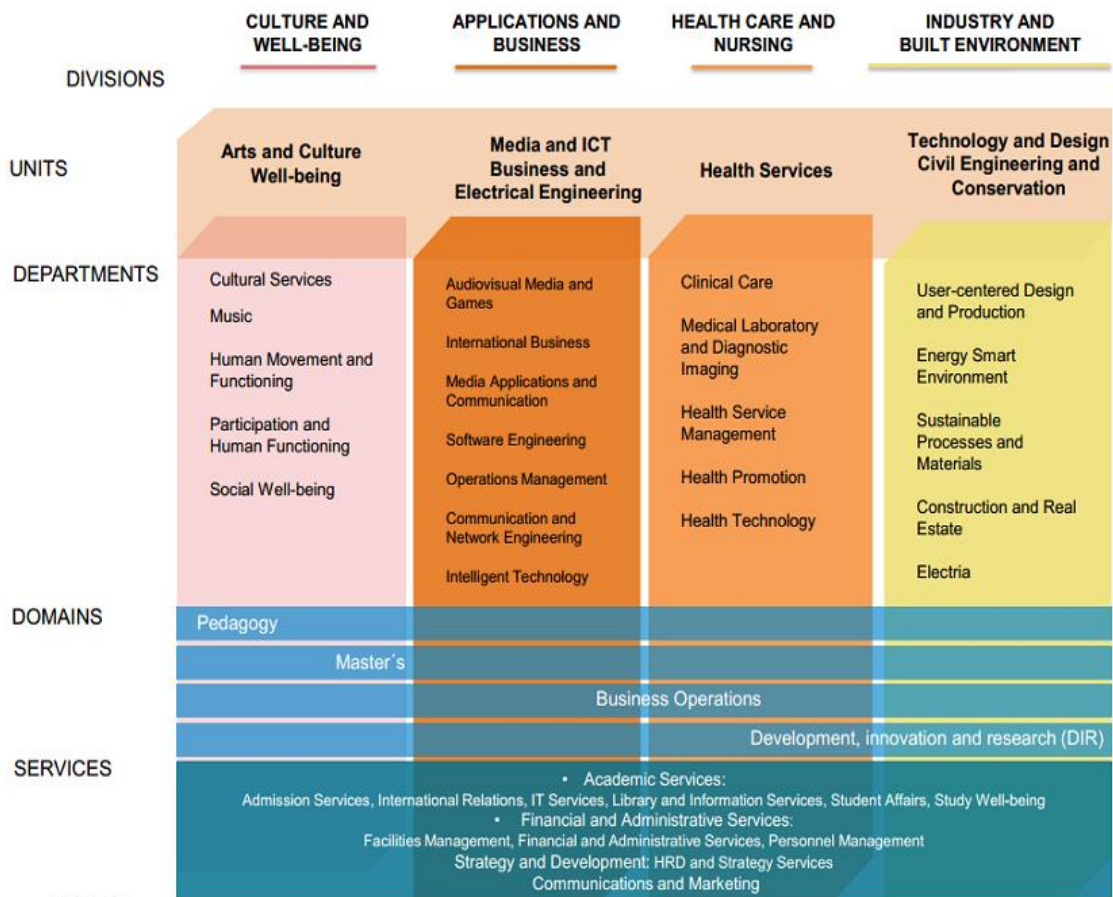


Figure 5. Current Organizational Structure of the Case Organization (Metropolia 2014).

The objective of the reform was to strengthen the implementation of multi-disciplinary training provision, KIT-provision and to have cost savings of about 1 million. The main

task was to strengthen and develop the organization's activities in such a way that the case organization can address the rapid changes in industries and to develop the organization's core functions such as common solutions to achieve the market leadership position for the case organization. The main changes in the organization relate to the training division of the various responsibilities of various performance areas. As a result, the organization will be managed more clearly as whole, which is planned to be achieved through establishing the common processes as well as support services. Management is supported by the team of experts and the strategic teams will be formed at the same time.

In the organizational structure, an Area of expertise (*Osamistalue*) is the part of responsible organizational unit that implements the education, development, innovation and research (KIT), and business. It is mainly formed around the groups of instructors and experts in leadership. Areas of expertise and training responsibilities are further grouped into four areas i.e. learning activities, higher polytechnic education, business and development, innovation and research (KIT). A *degree module* falls into the educational responsibility of the Area of Expertise in charge of implementing the responsible organizational unit. *Learning activities* are operated under the training and development services. Business nominated staff and alumni activities correspond to business specific responsibilities. *Higher education services* include the services of Student affairs office, Library and Information services, Data management services, Student welfare services, as well as International affairs services. These functions are responsible for customer services. Strategy and development services include Strategic services and Staff development. Finance and administrative amenities include Personnel services, Real estate services, Financial services and Administrative services.

The case organization was formed in the year 2008 through merger of EVTEK University of Applied Sciences and Helsinki Polytechnic Stadia, which merged into Helsinki Metropolia University of Applied Sciences. The case organization has previously had four fields such as Culture, Health care and Social services, Business and administration, and the biggest field of Technology and transport. As shown in below Figure 6, the organization was previously broadly classified into Faculties, Schools and Support services.

Organizational Structure before the reform

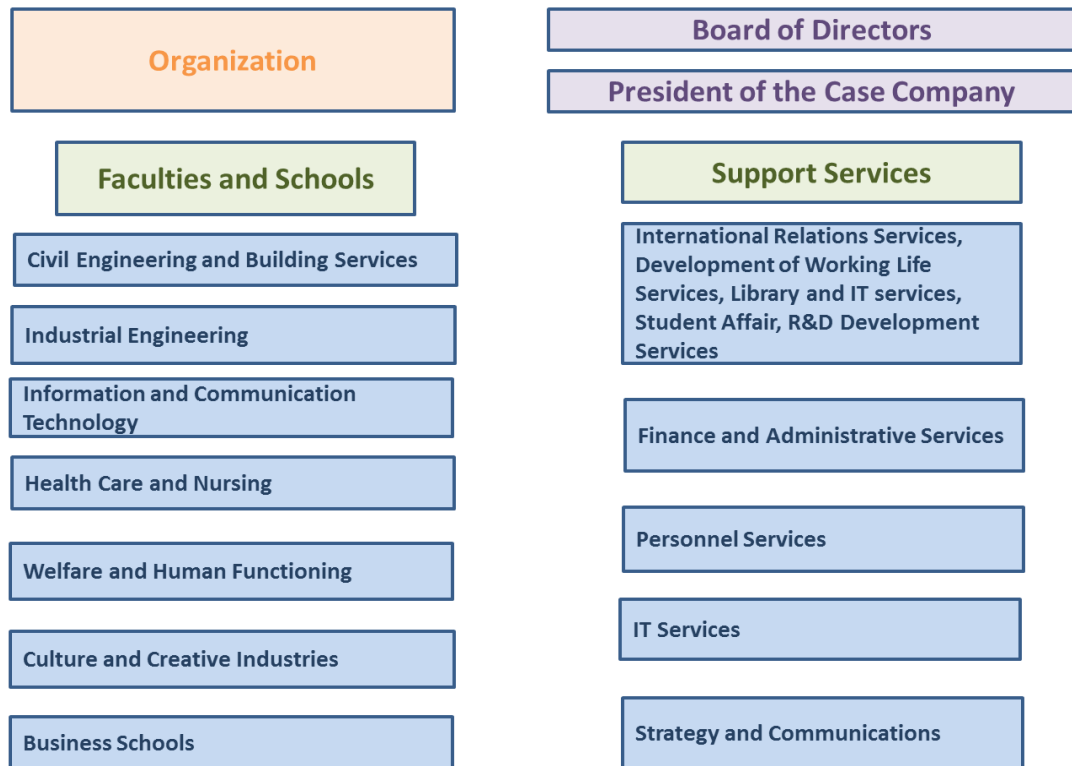


Figure 6. Previous organizational structure in the case organization (Metropolia 2013).

As shown in Figure 6, there were altogether seven different types of divisions of schools based on the expertise in different fields. For the years 2008-2012, the case organization had the linear structure. The previous organizational structure focused to support customer-oriented operations, the smoothness of processes, and the continuous assessment of organizational operations and development of competence. The clusters and the support services were equal in relation to each other and were organized in the way that these functions were fit to each other. The support functions were organized based on the clusters and support services division of responsibilities, and the tasks and the services under the responsibility on the basis of the division. The support services were arranged for centralized services for the entire case organization and contained the services arranged at one or many campuses. According to the comparison of the previous and current organizational structures of the case organization, it can be summarized that the case organization is huge and can be fairly challenging to manage. For the purposes of this study, and in limited timeframe of this study, the organizational structure analysis was not conducted further than these general descriptions.

4.2 Employee Engagement Studies in the Case Organization

The analysis of the current state of employee engagement in the case organization draws from the results of the organizational surveys conducted over a few past years and compares them against the dedicated and most reputed commercial models focused on evaluating the employee engagement factors.

4.2.1 Great Places to Work (GPW) Survey

The “Great Place to Work” survey is done by the firm called Great Place to Work Institute. It is a consulting and training firm that helps organizations to identify, create and sustain great workplaces. This global research/survey firm aims at building a social movement to change the quality of work life of employees. Organizations or companies that wish to maintain Best company environments enlist as clients of the firm. Survey information is based on an organization’s results in the firm survey, and these results are also used in comparison to the best Finnish employees’ experiences coming from other participants. Survey also provides practical information and tools to help and develop the work place. It supports organizations “to develop a best workplace and stand out against the competitors” (Great Place to Work Institute 2015). The questionnaire of the survey is used for measuring job satisfaction of employees and is conducted once a year. Appendix 1 shows the questionnaire of the “Great Place to Work” survey in the case organization. Questionnaire of this survey includes topics such as Credibility, Respect, Fairness, Pride and Togetherness. In the case organization, the available data relates to the years 2011, 2012, 2013 and 2014, and it was collected department wise.

Since in the “Great Place to Work” survey it is not a direct purpose to evaluate the conditions of employee engagement in any organization, therefore, commercial models of employee engagement were selected and compared with the case organization’s results for evaluating the current state of employee engagement. Commercial models used are Tower Perrin, Aon Hewitt and Gallup’s Q12 model.

A. Mapping of the GPW Survey through Tower Perrin Model

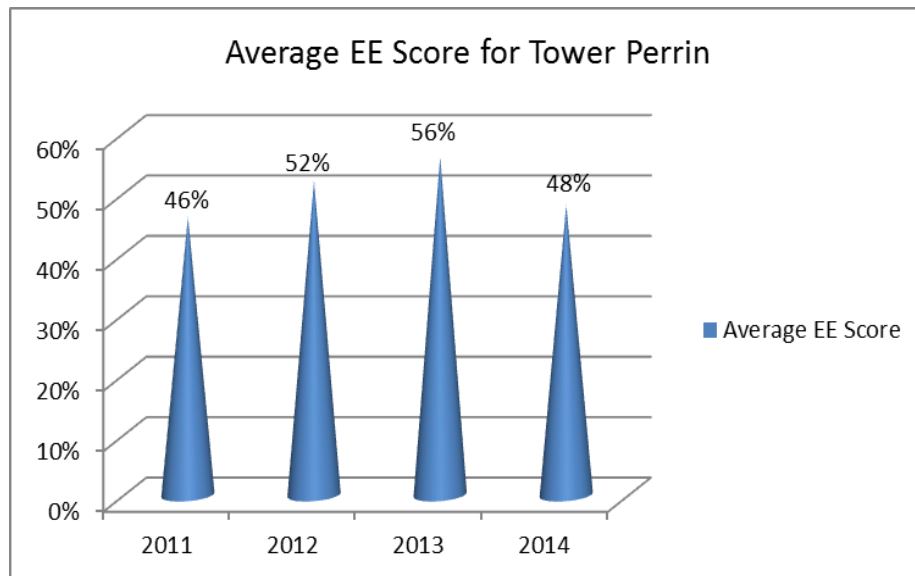
According to Tower Perrin Model, employee engagement is characterized by both emotional and rational features. Moreover, the scores measured during various surveys show that rational aspects are more scored than the emotional ones. Drivers of employee engagement are derived from *culture, work environment* and also *good management* practices. The drivers of employee engagement include senior management's interest in *the employee's well-being, challenging, decision-making authority* and *customer focus*. It also includes *career advancement* opportunities, *company reputation* as employer, *team-work/collaboration, resources, decision-making input* and *the senior management vision*.

The drivers of employee engagement from Tower Perrin model are compared and mapped to the questions and sections of "Great Place to Work" survey, and also attributed to the types of factors used in Conceptual framework-1 of this study. The results of this mapping are shown in Table 5 below. In table 5, factors affecting employee engagement discussed in section 3 are mapped with questions to understand areas of employee engagement that are present in "Great Place to Work" survey.

Table 5. Mapping of EE drivers from the Tower Perrin Model to the questions of “Great Places to Work” Survey.

Tower Perrin Model	Great Place to Work survey	Section of Survey	Sections of the CF1
Competitive health care benefits	We have special and unique benefits here.	Respect	Personal Factors
Work/life balance	People are encouraged to balance their work life and their personal life.	Respect	
Competitive Retirement benefits	We have special and unique benefits here.	Respect	
Challenging Work	I feel I make a difference here	Pride	
Company reputation	I'm proud to tell others I work here	Pride	
Caliber of co-workers	People care about each other here	Togetherness	Interpersonal Factors
Pays linked to individual performance	People here are paid fairly for the work they do	Fairness	Organizational Factors
Career Advancement Opportunities	Promotions go to those who best deserve	Fairness	
Recognition for work	Everyone has an opportunity to get special recognition	Fairness	
Competitive base pay	People here are paid fairly for the work they do	Fairness	

The more detailed analysis of results related to the questions mapped from “Great Place to Work” survey is shown in Appendix 1. The trend of employee engagement in the case organization is analyzed over the years 2011, 2012, 2013 and 2014, and is summarized and averaged into a numerical result, which is shown in Graph 1 below.



Graph 1. Average employee engagement score of the case organization as calculated according to EE drivers of Tower Perrin Model (for years 2011-2014).

B. Mapping of the GPW Survey through Aon Hewitt Model

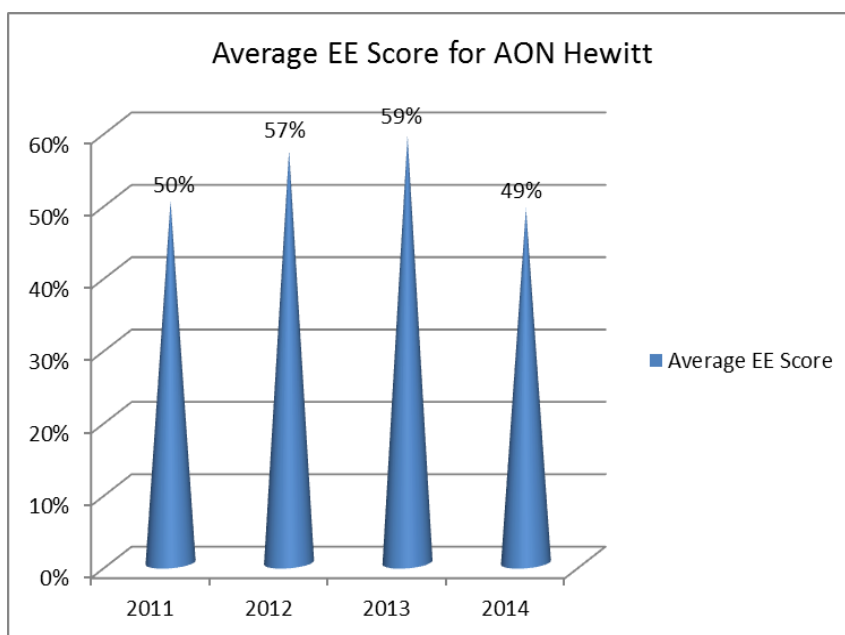
According to the Aon Hewitt model, the drivers of employee engagement are placed in order of importance from high to low. The drivers include such factors as *Career Opportunities*, *Brand Alignment*, and *Recognition* which are placed at the top of the list of drivers, as these are highly important for employees on the personal level. However, drivers such as HR practices, Organization Reputation, Managing performance, pay and Valuing People are more reliant on the organizational outlooks (Aon Hewitt 2011: 9) and therefore are also included, although in the lower part of the drivers list.

The drivers of employee engagement from the Aon Hewitt model are compared and mapped to the questions and sections of “Great Place to Work” survey, and also attributed to the types of factors used in Conceptual framework-1 of this study. This comparison is executed in the best possible approximation manner. The result of this mapping is shown in Table 7 below. In Table 7, factors affecting employee engagement discussed in section 3 are mapped with questions to understand areas of employee engagement that are present in “Great Place to Work” survey.

Table 7. Mapping of EE drivers from Aon Hewitt Model to the questions of “Great Place to Work” Survey.

Aon Hewitt Model	Great Place to Work survey	Sections of the Survey	Sections of the Conceptual Framework 1
Career Opportunities	I am offered training or development to further myself professionally	Fairness	Organizational Factors
Managing Performance	Promotions go to those who best deserve them	Fairness	
Pay	People here are paid fairly for the work they do	Fairness	
Brand Alignment	My work has special meaning: this is not "just a job"	Pride	Personal Factors
Organization Reputation	I'm proud to tell others I work here	Pride	
Recognition	Management shows appreciation for good work and extra effort	Respect	
People/HR Practices	This is a psychologically and emotionally healthy place to work	Respect	
Valuing People/People Focus	Management involves people in decisions that affect their jobs or work environment	Respect	

The more detailed analysis of results related to the questions mapped from “Great Place to Work” survey is shown in Appendix 1. The trend of employee engagement in the case organization is analyzed over the years 2011, 2012, 2013 and 2014, and is summarized and averaged into a numerical result, which is shown in Graph 2 below.



Graph 2. Average employee engagement score of the case organization as calculated according to EE drivers AON Hewitt Model (years 2011-2014).

C. Mapping the GPW Survey through Gallup's Q12 Model

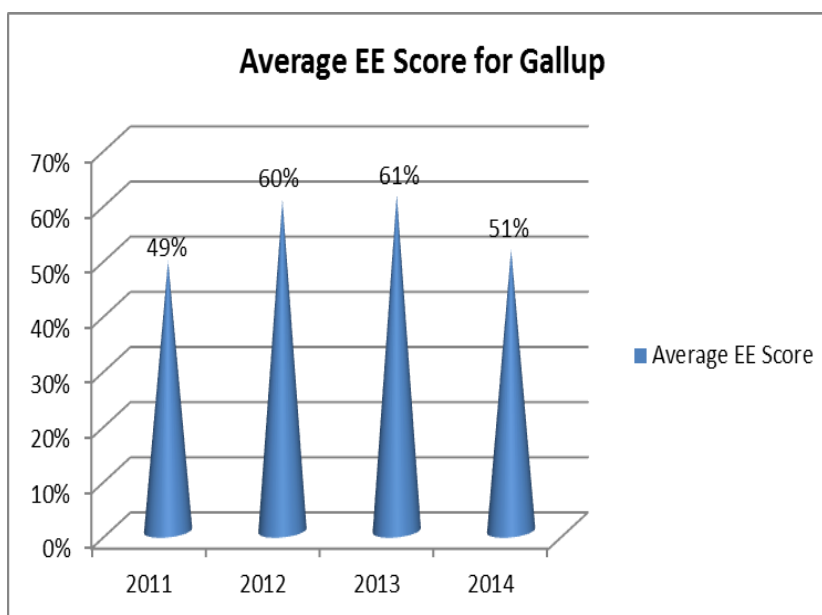
According to the Gallup Q12 model logic, there are three categories of employees that are highly engaged, engaged and not engaged. Highly engaged employees make the difference between the companies that thrive and those that struggle. The engaged employees are passionate, creative and entrepreneurial and enthusiastic towards work. Finally, the employees that are not engaged towards their work probably do bring much not good to their companies and businesses as employees are indifferent towards their job (Gallup 2015).

Gallup has twelve fundamental questions related to employee engagement which are compared to the questions in "Great Place to Work" Survey. The sections of Great Place to work survey are also mapped and linked to the factors affecting employee engagement in Conceptual Framework-1. The results of comparison against Gallup are shown in Table 8 below.

Table 8. Mapping of EE drivers from Gallup Q12 to the questions in the “Great Place to Work” survey.

Gallup's Q12	Great Place to Work Survey	Sections of the Survey	Linkage with CF1
I Know what is expected of me at work	Management makes its expectations clear.	Credibility	Organizational Factor
At Work,I have the oppurtunity to do what I do best every day	People here are given a lot of responsibility.	Credibility	
I have the materials and equipment I need to do my work right	I am given the resources and equipment to do my job	Respect	Personal Factors
In the last seven days, I have received recognition or praise for doing good work	Everyone has an opportunity to get special recognition.	Respect	
My supervisor, or someone at work, seems to care about me as a person	Management shows a sincere interest in me as a person, not just an employee	Respect	
There is someone at work who encourages my development	Management shows appreciation for good work and extra effort	Respect	
At work,my opinions seems to count	Management involves people in decisions that affect their jobs or work environment	Respect	
In the last six months,someone at work has talked to me about my progress	Management shows appreciation for good work and extra effort.	Respect	
This last year,I have had opportunities at work to learn and grow	I am offered training or development to further myself professionally.	Respect	
The mission or purpose of my organization makes me feel my job is important	I feel I make a difference here	Pride	
My associates or fellow employees are committed to doing quality work	People here are willing to give extra to get the job done	Pride	Interpersonal Factor
I have a best friend at work	There is a "family" or "team" feeling here.	Togetherness	

The more detailed analysis of results related to the questions mapped from “Great Place to Work” survey is shown in Appendix 1. The trend of employee engagement in the case organization is analyzed over the years 2011, 2012, 2013 and 2014, and is summarized and averaged into a numerical result, which is shown in Graph 3 below.



Graph 3. Average employee engagement score of the case organization as calculated according to EE Drivers of Gallup' Q12 (years 2011-2014).

4.2.2 ParTy Survey (Parempi työyhteisö)

The ParTy Survey (Parempi työyhteisö) is another survey used in the case organization. The aim of the ParTy survey is to protect the health and work for welfare of employees and to promote the establishment of a healthy and safe work environment and a well-functioning organization. To fulfil this aim, the health and work of and welfare of employees and their participation in the work life are evaluated and measured. ParTy survey is done to promote the well-being and quality of life of working population/employees and well as to maintain the quality of work. This survey is done every two years. The objective of this survey is to have a healthy and productive organization. The survey themes includes work units and co-operation, supervision and management, tasks and project management, load factors, stress and joy of work and motivation, commitment and equal treatment. In the case organization, the data from ParTy Survey is collected for the years 2009, 2011, 2013, and 2014. The results for the year 2014 are published and discussed with the employees of the case organization in the year 2015. The key figures of the ParTy survey are shown in Figure 7 below.

ParTy Survey – Key Figures

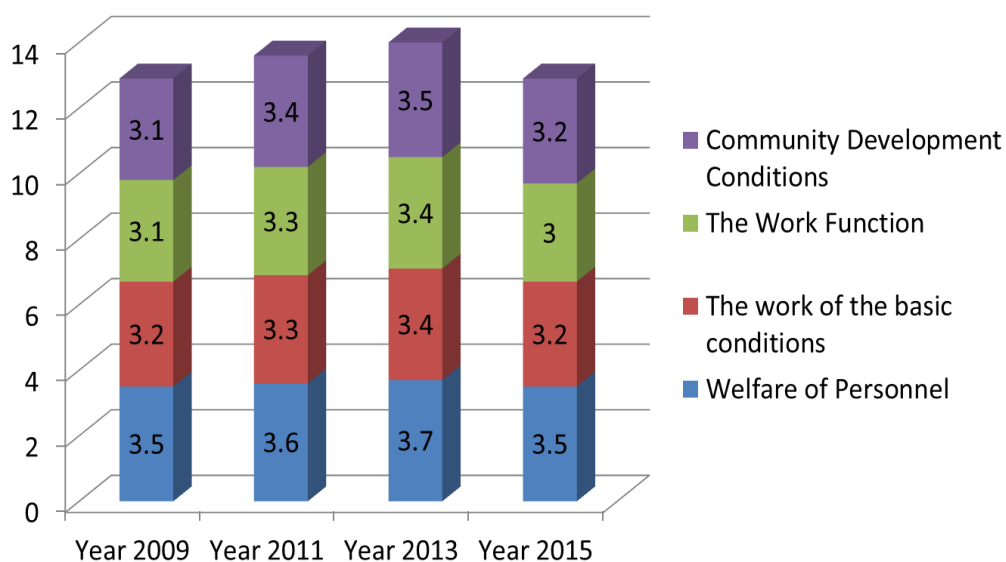


Figure 7. ParTy Survey key figures (for years 2009, 2011, 2013 and 2015).

As seen from Figure 7 above, ParTy Survey is divided into four categories that are (a) welfare of personnel, (b) the work of the basic conditions, (c) community development, and (d) the community of development conditions. As Figure 7 shows, the largest drop occurred in the section that deals with the organizational performance. The work function has decreased from 2013 from 3.4 to 3.0. Moreover, the results in the areas such as change management and leadership activities have also decreased quite significantly. However, employee motivation is still maintained at a good level and the employees give importance and significance to their work and do feel that their inputs are aligned with the organizational goals (Metropolia 2015).

4.2.3 Analysis of Survey Results (Data 1)

This sub-section discusses the findings from the organizational surveys, the “Great Place to Work” and the ParTy survey. The purpose of this sub-section is to indicate areas in the surveys with high, intermediate and low employee engagement. A more detailed analysis is given in Appendix 2.

Areas with High Engagement

In the questionnaire of the GPW survey, the results with percentages ranging from 70% to 100% are considered as high scorers. The questions which scored high for employee engagement are shown below in Table 9 and indicates the areas where the case organization managed well.

Table 9. Results and questions (areas) indicating high employee engagement.

Questions
I feel I make a difference here
People here are given a lot of responsibility.
People here are willing to give extra to get the job done

By examining the questions shown in Table 9 above and based on the theoretical understanding of employee engagement, it can be concluded that the employees in the case organization are aware of their responsibility at work and it comes from self-realisation. Similarly, in the ParTy survey, areas in scale from 4 to 5 are assumed to have high engagement. But according to the results shown in Section 4.2.2, none of the areas can agree with high engagement.

Areas with Intermediate Engagement

Questions in the GPW survey, with show results from 40% to 70%, are assumed for the areas with intermediate engagement. Areas with intermediate engagement indicate needs for growth in employee engagement. Management needs to cater these areas as employees might become dissatisfied, if these areas are unnoticed by management. Details are given in Appendix 2. Ques-

tions are shown below in Table 10 and indicate the areas in the case organization which are needed for satisfactory engagement.

Table 10. Results and questions (areas) indicating intermediate employee engagement.

Questions
People care about each other here
I'm proud to tell others I work here
People here are paid fairly for the work they do
People are encouraged to balance their work life and their personal life.
I am offered training or development to further myself professionally
This is a psychologically and emotionally healthy place to work
People here are given a lot of responsibility.
I am given the resources and equipment to do my job
Everyone has an opportunity to get special recognition.
Management shows a sincere interest in me as a person, not just an employee
People here are willing to give extra to get the job done
There is a "family" or "team" feeling here.

In the similar manner as done in the areas with high engagement, the areas showing intermediate engagement include such as meaningfulness at work, collaboration with co-workers, brand/reputation, work-life balance, company practices (such as basic salary), recognition, work environment, career opportunities (such as training and development), resources and equipment for daily job. The intermediate results also relate to the management areas such as involvement of employees in decision making and employee care. Similarly, in

ParTy survey, the areas lying in scale from 4 to 2 are assumed to be the areas with intermediate engagement. These areas are shown in Table 11 below.

Table 11. Results and areas indicating intermediate employee engagement from the ParTy Survey.

Areas
The Work Function
Community Development Conditions
The Work of the basic conditions
Welfare of Personnel

The areas shown in Table 11 above which relate to medium engagement as indicated in the ParTy Survey include the work function, community development conditions, the work of the basic conditions and welfare of personnel. These areas identified as intermediate engagement need a regular monitoring for preventing any further decline in employee engagement.

Areas with Low Engagement

In the GPW survey, the questions with scored below 40% are assumed to show the areas of low engagement. The results and questions for these areas are indicated in Table 12 below.

Table 12. Results and questions (areas) indicating low employee engagement.

Questions
Management involves people in decisions that affect their jobs or work environment
Management shows appreciation for good work and extra effort
Promotions go to those who best deserve
Management makes its expectations clear.
We have special and unique benefits here.

The results and questions above show the areas with low engagement such as involvement of employees in decision making, appreciation for good work, benefits, work targets and career opportunities in terms of promotion. These areas indicate high decline in engagement in the case organization.

4.2.4 Key Challenges Identified in Survey Results (Data 1)

After analysing the areas of engagement above, the areas with low and intermediate engagement were identified as the key challenges in the current state analysis. These areas are summarized in Table 13 below.

Table 13. Key challenges identified during the current state analysis (Data 1).

Key Challenges identified in current state analysis
Work Responsibility
Concerned for good quality
Work Expectation
Recognition at Work is less
Work-life balance disturbed
Work Function is not efficient
Collaboration among co-workers is less in some departments
Training and Development Opportunities are less
Growth Opportunities
Caring employees
Less autonomy to employees
Appreciation from management
Rewards and recognition
Benefits in organization
Case Organization reputation is not high among employees

The key challenges shown in Table 13 above indicate the reasons for decline of employee engagement in the case organization. These key challenges are addressed in Section 6 of this study for making recommendation how to improve the conditions for employee engagement in the case organization.

4.2.5 Summary of the Current State Analysis (Data 1)

This section analyzed the current state of employee engagement in the case organization based on the results of the surveys conducted earlier – the “Great Place to Work” (from years 2011-2014) and additionally supported by the ParTy

Survey (Parempi työyhteisö) survey results (from the years 2009, 2011, 2013 and 2015). Since both types of surveys do not provide direct evaluation of employee engagement, the analysis was based on establishing correlations between the commercial surveys, aimed at measuring employee engagement, to the organizational results obtained from the “Great Place to Work” and ParTy surveys. To achieve reliable correlations, three popular models were used – the Tower Perrin model, the Aon Hewitt model, and the Gallup’ Q12 model which have dedicated employee engagement *drivers*. For establishing a reliable correlation, the questions from the “Great Place to Work” survey were compared to the EE drivers from the three models, with the employee engagement questions identified and their results analyzed. After that, the results were summarized as numerical scores and presented the employee engagement in the case organization, as diagrams, showing the organizational dynamics over the past years (2011-2014).

The results of employee engagement demonstrate the following dynamics. The average employee engagement score (calculated according to Tower Perrin model) features as 48% for the year 2014, comparing to 56% for the year 2013, which makes a considerable drop of 8%. Similarly, the average employee engagement score (calculated according to Aon Hewitt model) was 49% for the year 2014, while in the year 2013 it scored 59% (drop of 10%). Finally, the average employee engagement score (calculated according to Gallup model) was 51% in the year 2014; while in the previous year 2013 it scored 61% (confirming the drop as 10%). Thus, after analyzing the results according to three various models (shown in Figures 5, 6 and 7), it can be concluded that employee engagement in the year 2014 has significantly decreased in the case organization, as compared to the previous year. A similar conclusion was made from the establishing correlations to three highly reputed commercial models that are specially focused on employee engagement.

Similarly, for the ParTy survey (as shown in Figure 8), the overall results related to employee engagements have also decreased to 12.9 in the year 2014 from 14, which was in the year 2013.

To remind the reader, these corrections with the commercial models were important to establish since the case organization has not yet specially measured

employee engagement (this not being an issue over the years 2009-2013). Therefore, the commercial models specially aimed at employee engagement were used to obtain reliable results from the existing organization surveys. It was done by carefully comparing the existing organizational results to the common EE variables, also known as *drivers*.

Thus, based on the results of the “Great Place to Work” and ParTy surveys, it is quite evident that employee engagement in the case organization has declined as compared to year 2013. And one of the factors of this decline may be the organizational re-structuring that took place in 2013 and 2014, in the absence of any other major factor influencing the organization. Thus, based on the current state analysis above, it can be concluded that the employee engagement has declined in the organization after the organizational restructuring.

5 Best Practice for Employee Engagement

This section explores best practice to improve employee engagement in case organization as the case organization suffers from the decline in employee engagement.

5.1 Review of Employee Engagement Best Practice

Due to growth in service business, relationship between employees and organization are changing. As the numbers of job opportunities are increasing employers also need to adjust themselves according to the dynamics of business. Organizations need to reshape their strategies for recruiting and retaining best fit employees. Increased salary, benefits and compensation may seem sometime as the best ways to retain employees but sometimes organizations need to think more on this areas. Therefore in this section, some commercial and academic studies are reviewed to gather the management views to improve employee engagement.

According AON Hewitt (2014), companies with engaged employees have the elements such as Say, Stay and Strive. Say is the element by which employees speak positively about the organization. Stay is the element due to which employees want to be with the company for the long term. And employees feel motivated and give extra effort due to the element Strive. As per AON Hewitt's report (2014), top drivers of employee engagement due to which employees Say, Strive and Stay with the organization are *Brand Reputation*, *Performance Focus* and *Leadership Excellence and the Engaging Leader*. Best companies are known for their strong reputation and it can be created through being known as one of the best place to work. Strong brand reputation does not only come from reputation in the job market. It comes from strong financial performance, social responsibility and from strong financial performance. Strong Reputation works as a talent magnet and best people work and stay with such companies. Performance Focus is one of the key areas responsible for employee engagement and focuses on outcomes. Effective people management, ensuring learning and development support the capability required to perform and retain the performers by adequate rewards and recognition. Leadership play an important role in employee engagement and helps in becoming best employer. As it is depends on leaders to decide on brands, performance goals, pay and recognition, communication to employees, work process, innovation and positive outlook (AON Hewitt 2014).

As per Tower Watson Global Workforce Study (2014), factors for attracting and retaining employees are *Base salary*, *Opportunities for Career Advancement* and *Job Security*. In dynamic market conditions, companies are more focused on creating stable work environment, companies cannot just guarantee job security. Companies should prioritize the development of senior leaders, who can motivate rest of the employees. Leadership model should include companies' strategies, values and culture aligned with the performance component. Manager effectiveness should be increased so that managers should be consistent in their words and employees can build trust in them (Tower Watson 2014).

In the Linkage Model by Bowen (2008), linkages between organizations and service profit chain is conceptualized. The Adaptation of the Linkage model by Bowen is shown in Figure 8 below.

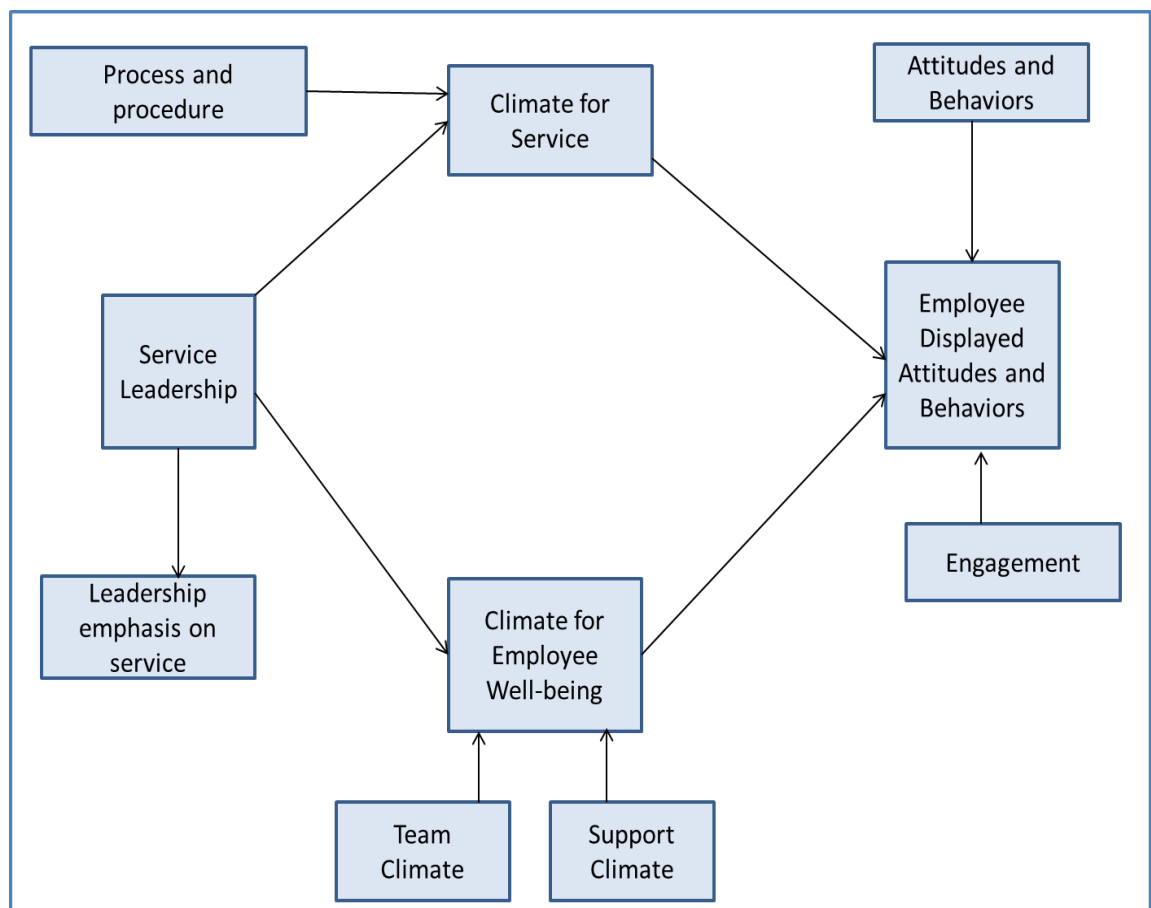


Figure 8. Adaptation of Linkage model depicted by Bowen (2008) ((Bowen 2008, in Fischer 2012).

5.2 Areas of Employee Engagement Best Practice

As shown in the Linkage model by Bowen (2008) in Figure 8, it has six constructs and four of them explain the internal elements such as service leadership, climate for service, climate for employee well-being and employee displayed attitudes and behaviour. These internal elements are associated with the employee's behaviour and attitudes in the service organization. This model links several concepts from literature and present them together.

Service Leadership is one of the first concepts in linkage model by Bowen and Schneider (et al. 2015:1018) has explained leadership in terms of service quality and defined service leadership as the leadership high levels of commitment is communicated in service feature for the organization and attention given to practises and process by management. In service organization, leadership strategy is one of the success factors to communicate with front line employees and attain good quality from them at work. Leadership attention is important in context of service is features of behaviour is created and maintained by leaders in organization. Leadership emphasis of service is to build organizational climate that emphasis fairness, and design strategies related to human resource management to attain superior quality in service and customer interface is empowered. Figure 9 below shows the contributing factors to the service leadership.

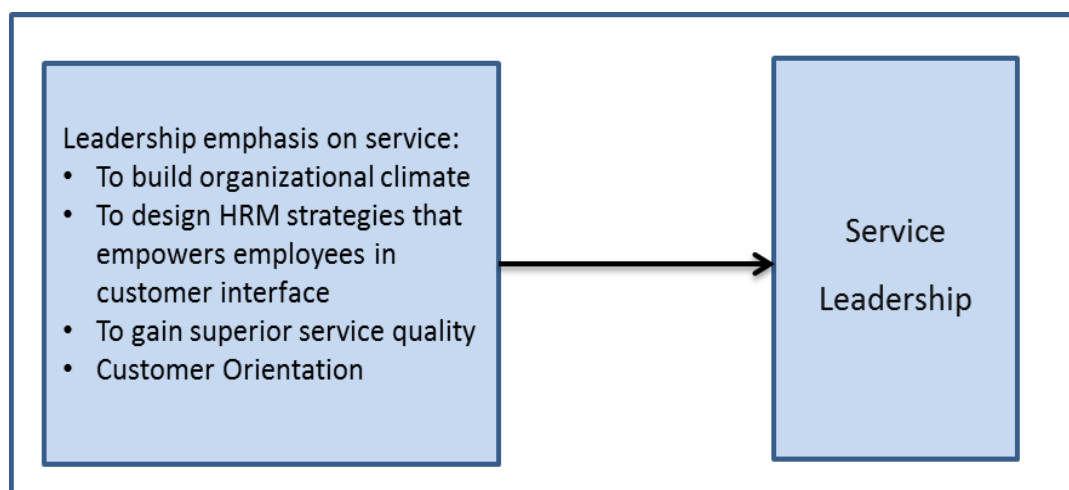


Figure 9. Leadership emphasis on Service Leadership ((Bowen 2008, in Fischer 2012: 42).

According to Bowen (2008), organizational climate is one of the antecedents of employee displayed behaviours and attitudes. Organizational climate is shown in Figure 9, which plays an important role in organizational performance and sometimes is also confused with the organizational culture. According to Schneider et al. (2004), attitudes and perceptions of employees outline climate in organization. Moreover leadership strategies and practices are linked in a collective manner with perception of employees. Experience of individuals is shared and collected for building organizational climate. It also includes notion that shape organizational values, attitudes and beliefs (Fischer 2012: 50). Organizational climate also helps individuals to create their perceptions through psychological climate.

As argued in the Linkage model by Bowen (2008), climate for service can be categorized by sub-concepts such as rewarding , technological support, quality within organization, skills and knowledge of employees, HRM strategies that empower employees, quality and customer orientation. Schneider et al. (1998b), define climate for service as an outwork facilitation outcome, services attained within , service climate worldwide, orientation of customer, managerial practices, feedback of customers (Fischer 2012: 52). Practices and perception of employees also affect the climate of service; and it is also affected by care, support and rewards given to employees by management. Linkage between climate for service and process and procedures are shown in Figure 10 below.

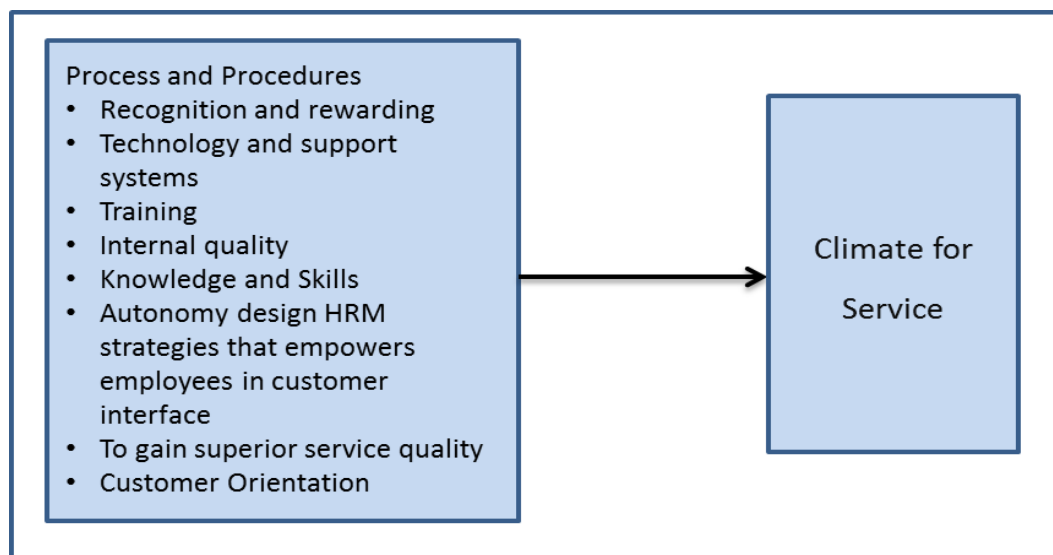


Figure 10. Linkage between climate for service, process and procedures ((Bowen 2008, in Fischer 2012).

Another important variable is the climate for employee well-being shown in Figure 11. It is divided into two groups as team climate and support climate. Team climate is relates to relationships at workplace as shown in Figure 11, such as openness, involvement, respect, teamwork, high morale and atmosphere. It reflects warmth and friendliness of workgroup. Similarly support climate is a measure on how well employees are informed of their organization (Bowen 2008, in Fischer 2012: 53).

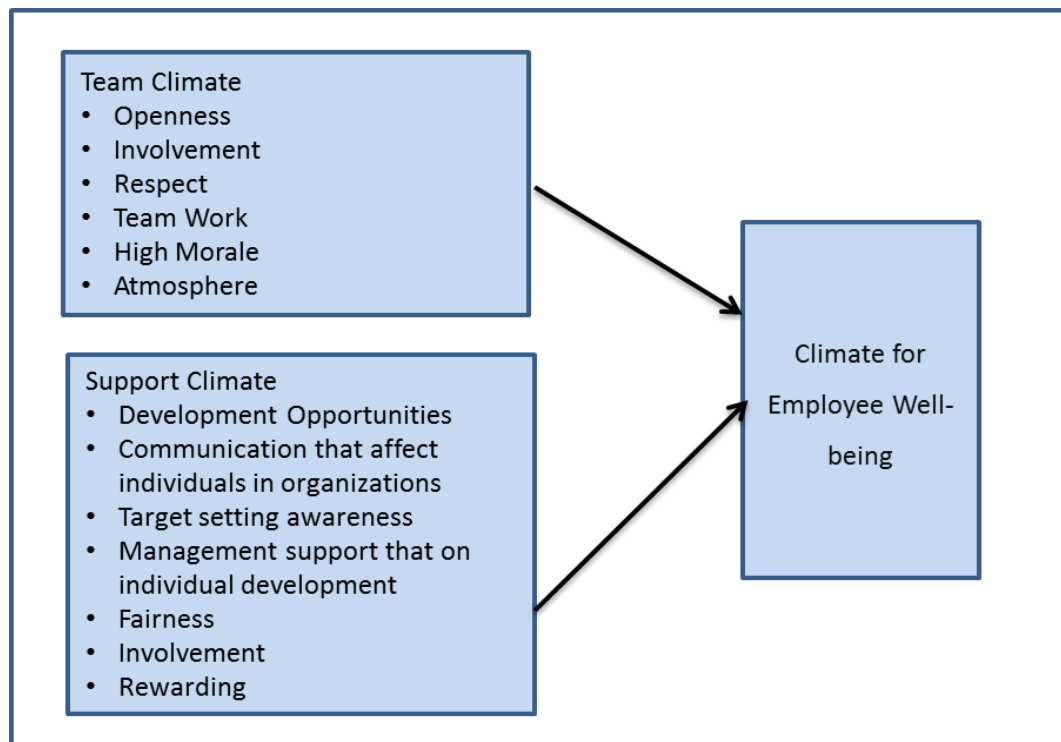


Figure 11. Linkage between Climate for Employee well-being , Team Climate and Support Climate (in: Fischer 2012).

It considers factors such as development opportunities of employees at work place, communication dynamics, target setting awareness among employees, support that management shows on development, fairness, involvement and rewarding of employees.

5.3 Employee Attitudes and Behaviours Manifested in a Well-Engaged Employee

Employee behaviours and attitudes is an outcome of attitude and behaviours and engagement. Attitudes and behaviours are personal and organizational factors and it includes aspects such as Attitude, OCB, Commitment, Job satisfaction and Atmosphere. Figure 12 below shows the linkage between attitudes and behaviours and engagement.

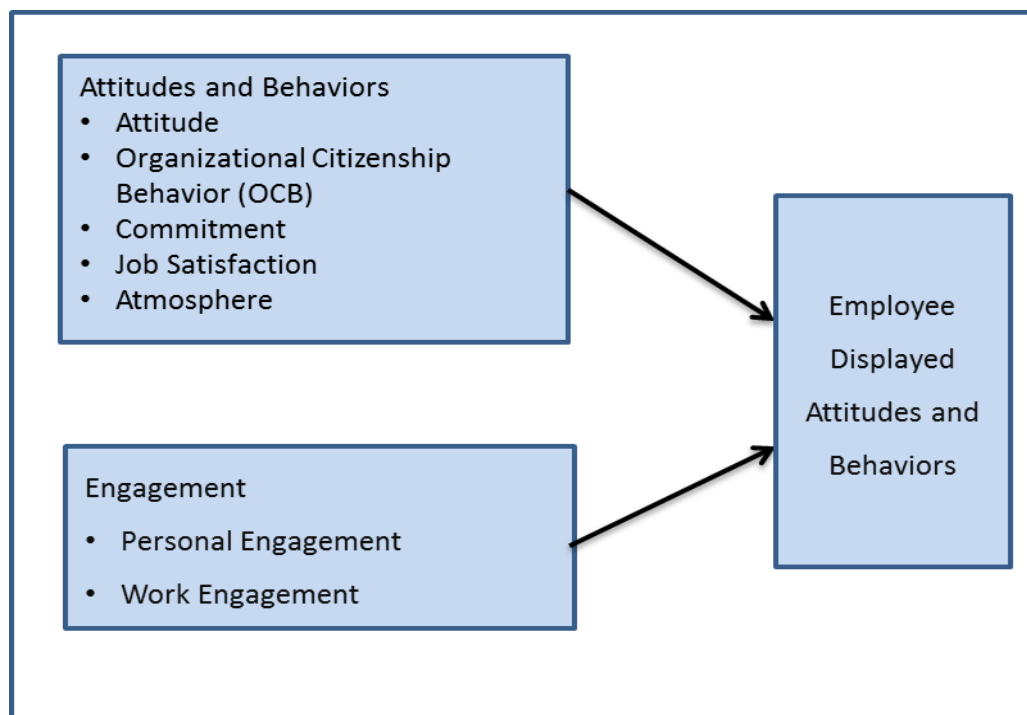


Figure 12. Linkage between Engagement, Attitudes and Behaviours (in: Fischer 2012: 42).

In service business, customer satisfaction is affected by attitudes and behaviour of employees. Perception of service quality can be predicted by organizational citizenship behaviour of employees (Bowen 2008). Motivation for doing positive work and honest willingness for contributing towards organizational success are responsible for engagement at work (Albrecht 2010:4).

According to Robinson (2004: 22), feeling valued and involved is the key to engagement and the identification of these components gives an organization key to keep their employees engaged. Every organization has their own measures to keep employees

feeling valued and involved. And also different employee groups within any organization have different values. Engagement is related to the feeling of being valued and involvement at work. It is assumed to be one step further commitment and shows the intention to stay with the organization. Organizations are taking continuous measure to increase the engagement level within them. Characteristics of engaged employees are summarized in Figure 13 below.

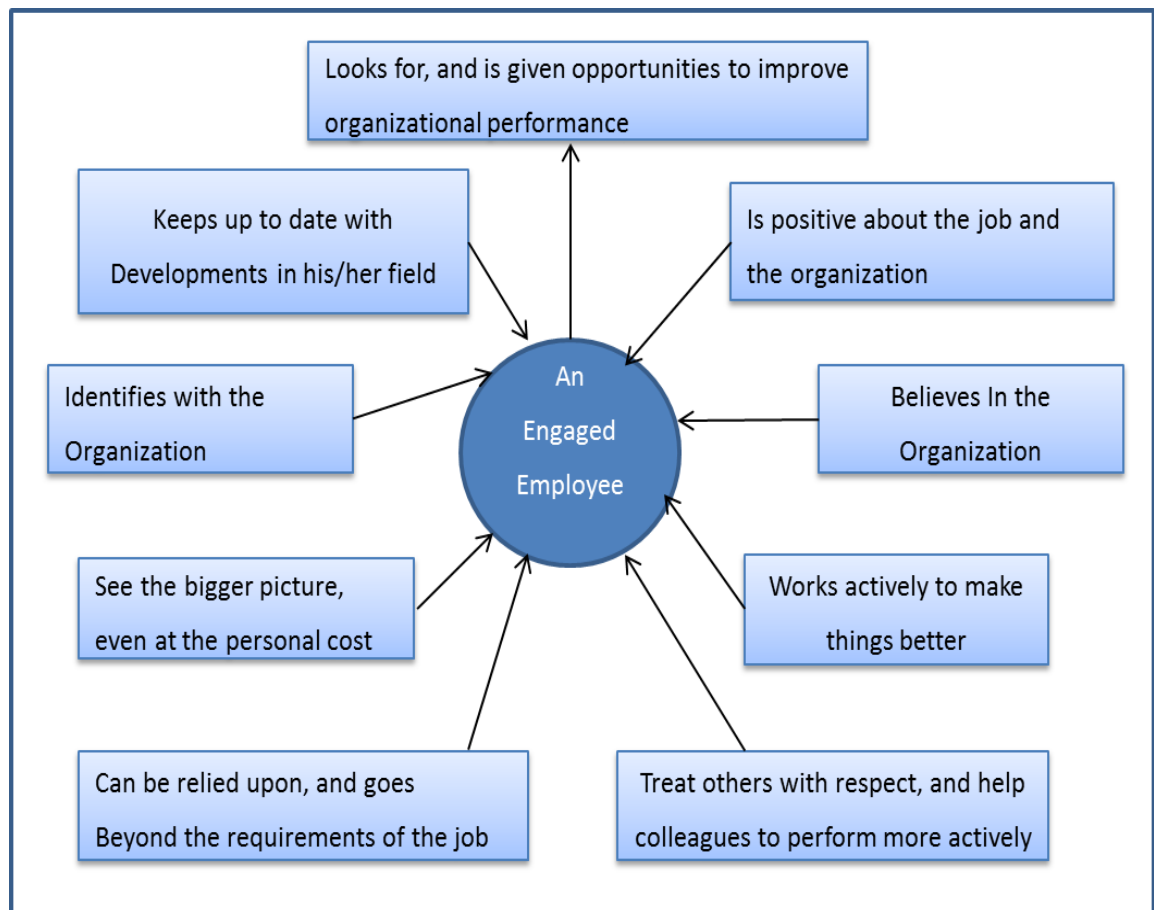


Figure 13. Characteristics of an engaged employee (Robinson 2004: 22).

As shown in Figure 13, areas important to be engaged through are *Good quality line management, Two-way communication, Effective co-operation, Focus on developing employees, Commitment to employee well-being, Clear and accessible HR policies and practices, Fairness in relation to pay and benefits, Harmonious working environment* (Robinson et al. 2004: 24). Organization should consists of Good Line management consists of the managers who cares for the employees, keep them informed and treat them fairly. It should also include encouragement to the employee and supporting their career opportunities by training and development. Two-way communication,

keeps employees informed about their relevant information and also their voice is heard by the management. Within organization effective co-operation within departments and the sub-departments should be practised. Employees should be valued by focusing on their development. Effective measures should be taken on employee well-being by increasing measures on health and safety of employees. Organization should have clear, accessible HR policies in respect of appraisals, family friendliness and equal opportunities.

Gallup was a pioneer in employee engagement movement and works with large organizations including banking, finance, healthcare etc. It has always found links between engaged employees and crucial business outcomes. Gallup has conducted studies for more than 30 years and come up with below mentioned indicators of engagement mentioned in Figure 14 below.

12 INDICATORS OF ENGAGED EMPLOYEES		
Ideally, employees always check "True," but the "False" answers are more revealing.		
<input type="radio"/> T	<input type="radio"/> F	1 I know what is expected of me at work.
<input type="radio"/>	<input type="radio"/>	2 I have the materials and equipment I need to do my work right.
<input type="radio"/>	<input type="radio"/>	3 At work, I have the opportunity to do what I do best every day.
<input type="radio"/>	<input type="radio"/>	4 In the past seven days, I have received recognition or praise for good work.
<input type="radio"/>	<input type="radio"/>	5 My supervisor, or someone at work, seems to care about me as a person.
<input type="radio"/>	<input type="radio"/>	6 There is someone at work who encourages my development.
<input type="radio"/>	<input type="radio"/>	7 At work, my opinions seem to count.
<input type="radio"/>	<input type="radio"/>	8 The mission or purpose of my company makes me feel my job is important.
<input type="radio"/>	<input type="radio"/>	9 My associates or fellow employees are committed to doing quality work.
<input type="radio"/>	<input type="radio"/>	10 I have a best friend at work.
<input type="radio"/>	<input type="radio"/>	11 In the past six months, someone at work has talked to me about my progress.
<input type="radio"/>	<input type="radio"/>	12 In the past year, I have had opportunities at work to learn and grow.

Figure 14. Gallup's 12 indicators of engaged employees (Gallup 2012).

The indicators mentioned in the figure above are used to measure level of employee engagement in organizations. In Question 1, expectation at work from employees should be clear and defined. Question 2 is related to equipment and resources needed for doing regular work by employees. Next, Question 3 explains the abilities of employees to be used in their work and taking best out of them. Question 4 is related to

recognition of good work at boost morale of employees and helps to them perform better. Question 5 describes management's abilities to listen and understand issues or concerns of employees. Then Question 6 is used to create a platform to develop skills for employees. In Question 7, management asks employees for their views before making any decision. Question 8 relates organizational mission to daily job of employees. In Question 9, quality work is appreciated by associated and fellow employees. Collaboration with co-worker is important as per Question 10 and friendships at work, improve employee engagement. Question 11 describes the importance of feedbacks and discussions at work. And finally Question 12 relates to training and development programs at workplace for betterment of employees (Gallup 2012). These questions serve as base for identifying employee engagement level in employees such as engaged employees, not-engaged employees and actively engaged employees.

5.4 Conceptual Framework 2

This section gives a theoretical starting point to build the proposal to improve employee engagement in the case organization. After reviewing best practice of employee engagement and related topics from different models, practices are synthesised in Figure 12 as Conceptual framework 2. In Figure 15, the identified best practice is divided into six categories such as *personal satisfaction*, *work*, *opportunities*, and *collaboration with co-workers*, *leadership* and *company practices*. Concepts used in conceptual framework 2 are shown in the table 14, with their respective concepts.

Table 14. Concepts and respective sources used in Conceptual framework 2.

Concepts	Sources
Personal Satisfaction	Buchanan et al., 2004 Robinson et al., 2006 Costa and McCrae, 1992 John and Shrivastava, 1999
Work	Kahn, 1990
Opportunities	May et al, 2004 Fischer, 2012
Collaboration with Co-workers	Tower Perrin Model, 2003 Kahn, 1990 May et al., 2004 Gallup, 2006
Leadership	Macey and Scheinder, 2008 Avery, 2004 Macleod and Clarke, 2009
Company Practices	Bakker et al., 2011 Denison et al., 2004 Harter et al., 2006 Saks 2006

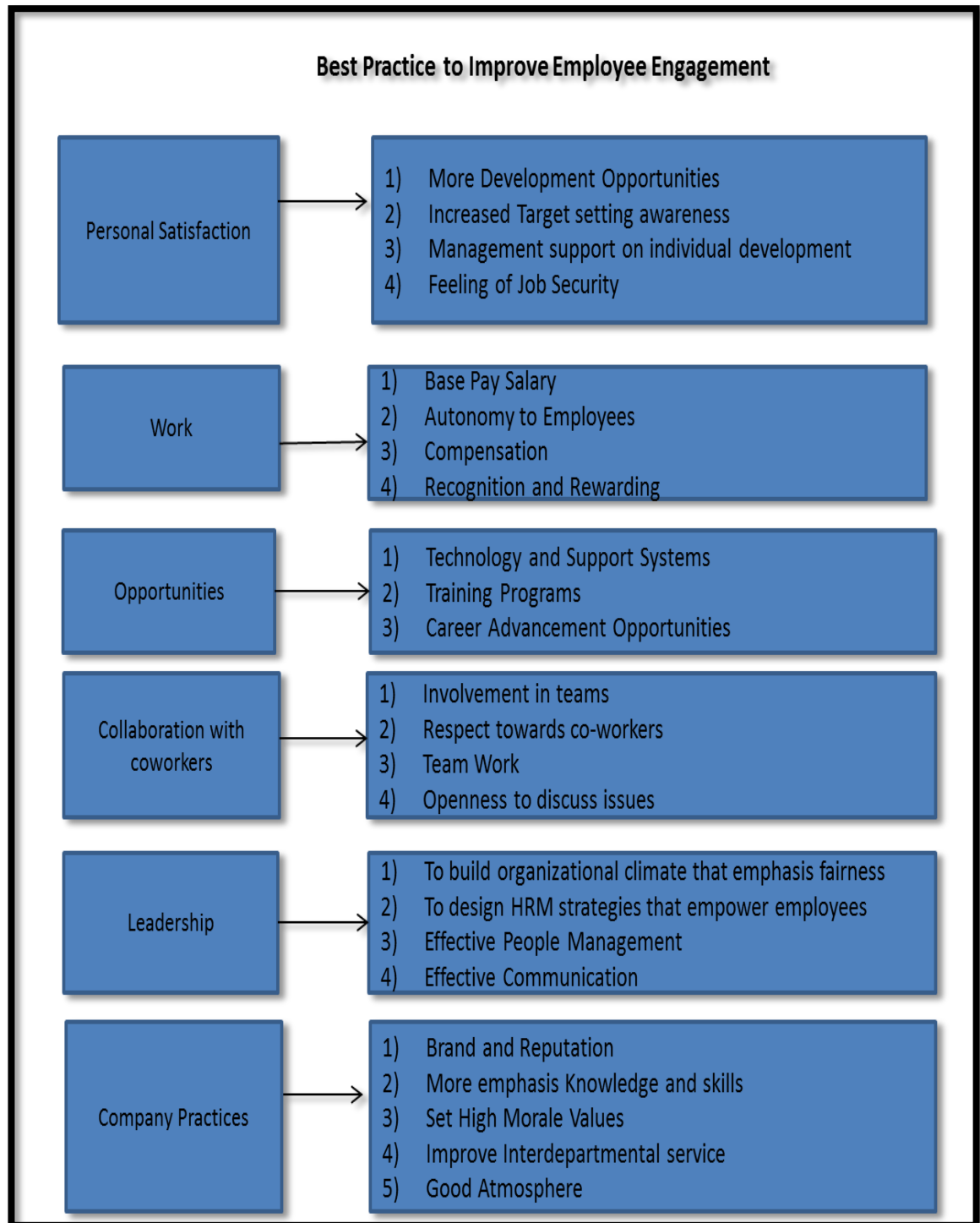


Figure 15. Conceptual Framework 2 for this study: Best practice to improve employee engagement.

Areas of best practice to improve conditions for employee engagement shown in conceptual framework 2 discussed as personal satisfaction, work, and collaboration with co-workers, leadership and company practices.

First, the *Personal satisfaction* area includes A. More development opportunities, B. Increased target setting awareness, C. Management support on individual development, D. Feeling of job security.

Similarly, the *Work* area includes A. Base Pay Salary, B. Autonomy to employees, C. Compensation, D. Recognition and Rewarding. The *Career Opportunities* area includes A. Technology and Support systems, B. Training programs, C. Career Advancement opportunities. Likewise, the *Collaboration with co-workers* includes A. Involvement in teams, B. Respect towards co-workers, C. Team work, D. Openness to discuss issues. Additionally *Leadership* includes A. To build organizational climate that emphasis fairness, B. To design HRM strategies that empowers employees, C. Effective People management, D. Effective communication.

Finally, the *Company practices* include A. Brand and reputation, B. More emphasis on knowledge and skills, C. Set high moral values, D. Improve interdepartmental service, E. Good Atmosphere.

As discussed in this section, these are the areas that the organizations and management need to consider for best practice suggestions shown in Figure 12. It also specifies the respective sub-factors can be utilized to improve conditions of employee engagement. This section served as basis for the next section where Conceptual framework 2 will be utilized for building proposal for the case organization.

6 Building Proposal to Suggest Improvements in the Case Organization

This section builds a proposal for the improving the conditions for employee engagement in the case organization. It is derived from the findings of the current state analysis and learnings of the conceptual frameworks 1 and 2 discussed in Section 3 and 5 respectively. The Proposal is categorized in the same way as the best practice discussed in Section 5.

6.1 Findings of Data 2

Employee engagement phenomenon in the case organization is analyzed previously through the current state analysis and later to get into details it is examined among the teaching staff of the organization through interviews. For Data 2, data is collected by interviewing teaching staff from the case organization which makes this data the primary data. Details of Data 2 are given in Section 2.3. The purpose of interviews was to identify the employee engagement challenges in day-to-day work with the teaching staff and based on their perceptions of engagement at work, to draft the proposal. Interview themes included six key areas such as personal satisfaction, work, opportunities, and collaboration with co-workers, leadership and company practices. During the interviews along with the interview themes, challenges at work of teaching staff were also discussed to get more insights.

An organizational reform took place in the year 2013 and after that the employees from various departments were placed in different departments mixing them from where these employees previously worked. Therefore additional information was also specified regarding their work experience in the case organization, unit, age area of responsibility and changes in supervisors during the interviews.

A. Personal Satisfaction

Personal satisfaction is one of the important aspects in improving employee engagement as the personally engaged employee performs better at work. The phenomenon of personal satisfaction is associated with various emotions and experiences of employees at work. It relates to personal self-esteem and feelings at work. Additionally,

daily routines also affect personal engagement. Personal satisfaction described by one of the respondents is stated below.

“I am satisfied as the students and teachings are definitely the best part of my job”.

Similar to the response above, the teaching staff reported during the interviews almost unanimously that teaching and students make them personally satisfied.

Additionally, one of the factors that disturb the employees’ personal satisfaction is the recent organizational change that, according to one of the respondents, caused personal satisfaction at work to decline, as described below.

“I like teaching, I love my students, colleagues and very happy with my work. But I am not satisfied with this organizational change. I like my work and but it is not very easy to do after the organizational changes”.

As evident from the results, personal satisfaction of respondents are affected due to the organizational change in the year 2013 and employees are not happy with it. The reasons for the decline in personal satisfaction are also mentioned below.

B. Work

Resource hours at work of teaching staff are reduced every year and also due to cost-cutting issues after the organizational reform, the employees are not happy with their work. It is illustrated in the comments below by one of the respondent.

“As far as my work is concerned, I am quite satisfied with it. But not happy with the organizational change”.

After the organizational change, the workload of employees has increased and it has also affected students. As it is reported by one of the respondent:

"I am very stressed, due to the organizational change this year and too little resource for teaching. Even students are suffering, and complaining that courses are too short".

As concluded by the interviewees, in most of the cases, the work-life balance of employees are disturbed as homework and assignments are increased for students due to reduction in hours for teaching. Due to this, the teachers need to take their personal time for checking assignments. As reported by one of the respondent below:

"All that cost-cutting gives me less time to do things and I feel that the quality is not good as it is used to be. I used my personal hours to maintain the quality and rather try to stick to quality".

One of the respondents also refers to the effect of reduction of hours in work as below:

"Resource hours at work has affected me like everyone else. It affected our personal lives, as we try to stick with the same quality".

Apart from the resource hours, the respondents mentioned that the case organization has good working environment and autonomy given to the employees in daily work. Also the basic salary is competitive as compared with other education organization. Additionally, one of the factors that is noted in the interviews is the flexibility at work. It is considered as one of the important factors for the employees to stay motivated. As explained by one of the respondent in the comment below:

"I have flexibility at work. If I have a certain class, I should deliver the contents and I have a certain time for delivering the credits".

C. Career opportunities

Career opportunities include training programs for the employees for enhancing their knowledge and skills. It also covers career advancement opportunities in terms of promotion and increased responsibilities in work. As noted in the interviews, the respondents are interested in exchange programs and it explained in the comment below.

“As a part of learning and development, I would like to attend exchange programs for teachers”.

Learning and development programs give prospects to employees to grow and learn in their respective roles. As evidenced from the interviews, the employees need support and encouragement with right guidance to succeed in their roles. However, every individual has their own perspective to career growth, as explained in the comment from one of the respondent below:

“I am quite happy career wise and most of the time. Here it is related to being a teacher and progress as a teacher. Also you can progress as a manager, but probably not now”.

In some cases, teachers take charge of their learning into their own hands, as illustrated in the comment of one of the respondents below.

“I do quite a lot of self-study and do lot of reading on my own and learn new things”.

D. Collaboration with Co-workers

The case organization is a huge organization and there are many departments and sub-departments within in. As noted in the interviews, the employees are collaborating well within their departments, as the comment below shows:

“Collaborating with colleagues all the time, we plan courses together and if one is concentrating on other one becomes substitutes for his work. This is one positive thing about my work.”

Collaboration in the workplace is important as it creates positive climate among employees and, by appreciating co-workers work, it helps everyone and promotes positive deviance.

E. Leadership

After the organizational reform in 2013, management changes took place so that it lead to changes of the supervisors for many employees. Change of supervisor has increased communication cap within and between departments, as illustrated by one of the respondents during the interviews:

“After organizational change, after that problem with my supervisor, not personal, it is regarding communication. Sometimes like hard to get information and sometimes emailing him, I have asked for answer several times”.

As the interviews showed, the role of an immediate supervisor is very important in increasing the level of engagement in the case organization, as they support and play a role example vital to the employees working under them. As one of the respondents stated below:

“My supervisor is not so supportive, because he is not from the same technology and he does not know about my work”

Additionally, after the organizational change, the workload of the supervisors has also increased dramatically, as illustrated in the comment below.

“My supervisor earlier has 12 subordinates and now she has 50 and no one should have so many employees in real life”.

However, it totally depends on the leadership skills of a particular supervisor to manage subordinates. As one of the respondent said, she is very happy with supervisor since:

“My supervisor is very nice person and cares 100% for me”.

As evident from the results, the roles of managers and supervisors are vital to foster engagement. However, it still fully depends on the leadership skills of particular managers to have effective communication and people management. Moreover, it is the

responsibility of the middle management roles to break organization goals into the departmental goals and strategies, and align them to the personal goals of the employees for an overall effective growth of an organization.

F. Company Practices

As an education provider organization, the case organization has set the standards of high morale for their employees. It has a strong brand and reputation as compared to many other education providers in Finland.

However, from the interview results, the lack of recognition among the respondents is evident very significantly. Recognition in the workplace desired by the employees include both the monetary and non-monetary rewards. According to one of the respondents, their recognition hopes are described as below:

"It would be nice, if bosses said that you have done something good. Me and my colleagues are doing are really good work but the bosses are not giving any recognition or appreciation".

For many respondents, however, the recognition in the case organization is more strongly related to bonuses or providing resource hours. As the following comment illustrates:

"Recognition, I don't need my supervisor to tell me that, I know that I do my job well. Because I get good feedback from my students. May be giving more resource hours would be more meaningful".

Many employees strongly consider recognition as a monetary reward, and this point of view was reported unanimously, by most respondents. They perceive recognition as the extra money given to them from the case organization in terms of the bonus, related to their successful performance. The comment below, one of many, illustrates this idea:

"When my bosses are happy, it makes me happy. I hope for extra money coming as bonus".

Bonus policy is one of the ways to express gratitude towards employees working hard for the organization. However, as found during the interviews, the current bonus system of the case organization is neither fair nor clear, as stated by respondents.

"All employees are given the same money as bonus, it does not matter whoever it is, and the amount is also very little".

As the comment above shows, the case organization has equal bonus policy for all employees and the performance of the employee does not affect the bonus sum. Thus bonus policy in the case organization is required to be amended and could be more performance orientated as it would help the hard working employees to go extra mile and achieve higher targets. Moreover, the bonus can be one of the ways in which the organization can make feel their employees that it cares for them.

6.2 Key Challenges Identified in Interviews (Data 2)

After analyzing findings of Data 2 collected from the interviews with the teaching staff, the key challenges are summarized below in Table 15.

Table 15. Key challenges identified in the interviews with the teaching staff.

Key Challenges Identified in Interviews
1. Reduction in resource hours has affected work among teaching staff
2. Work and personal-life balance is disturbed
3. Training and development opportunities are less
4. Company Practices
5. Less support from supervisor
6. Increased work-load of supervisors after organizational change
7. Lack of verbal appreciation from supervisor
8. Monetary rewards are less
9. Remuneration policy is not dependent on performance of employees

The key challenges identified above indicate the key concerns of the teaching staff in the case organization. They are further discussed below.

Work

The informants indicated that they are personally satisfied as far as their day-to-day work is concerned. Students are their main source of motivation at work. Resources hours have reduced over the years, which makes it difficult for the teaching staff to cover the necessary topics in their courses and disciplines. Thus, it is difficult for them to teach their courses with the same quality. It entails both increasing home-work/assignments for the students and for checking those assignments the teachers again need to invest more of their time. Therefore, many are distressed with this vicious circle. Consequently, personal time of the teachers is increasingly used which makes them visibly unhappy about the current system.

Career Opportunities

According to the results of the interviews with teaching staff, career opportunities are more dependent on competence of particular individuals. Training and developments programs help increase the knowledge and skills of the employees; and these programs are appreciated if facilitated by the organization. According to the results of the interviews, the respondents are interested in the teacher exchange programs arranged by the organization.

Leadership

Leadership is a very important factor to nurture employee engagement in any organization. Employees are dependent on their managers in their daily issues and concerns. However, due to the current excessively complex organizational structure, some of the respondents commented that communication with their managers does not go on well. For example, the respondents need to wait long for their managers' replies. Communication by management is one of the issues reported unanimously by most of the respondents. Additionally, change management implemented in the organizational reform should be communicated better to the employees as most of the respondents do not feel confident, if not confused, about the new organizational structure.

Company Practices

As an education provider, the case organization has a well-established brand and reputation in the market, a competitive salary and flexibility related to the teaching duties. However, one of the challenges that are noticed in many interviews is the recognition given to the employees by their bosses. Some of the respondents have reported absence of verbal appreciation from their immediate supervisor, while some others complained about the absence of a true bonus system in organization.

Consolidated key challenges identified during the current state analysis (surveys and interviews)

Taking into account the key challenges identified during the current state analysis discussed in Section 3 of this study and the key challenges identified during the interviews listed in Table 15 above, these key challenges were consolidated to show the final results from the current state analysis done to investigate employee engagement in the case organization.

When merging them, for a more systematic approach, the key challenges were also categorized according to the criteria indicated in Conceptual framework 2. As best practice suggests, these criteria make the features to improve if the conditions for employee engagements are wished to be made better.

The key challenges are consolidated and categorized in Table 16 below, showing the results from the current state analysis based on both the surveys and interview results.

Table 16. Key Challenges Categorization (consolidated from the current state analysis: surveys and interviews).

Key Challenges identified in current state analysis and interviews	Category in Conceptual Framework2
1) Work Responsibility	Work
2) Concerned for good quality	
3) Work Expectation	
4) Reduction in resources hours for teaching staff	
5) Recognition at Work is less	
6) Work-life balance disturbed	
7) Work Function is not efficient	
8) Collaboration among co-workers is less in some departments	Collaboration with Co-workers
9) Training and Development Opportunities are less	Career Opportunities
10) Growth Opportunities are not performance based	Leadership
11) Caring employees	
12) Less autonomy to employees	Company Practices
13) Appreciation from management	
14) Rewards and recognition	
15) Benefits in organization	
16) Case Organization reputation is not high among employees	
17) Remuneration policy for employees is not dependent on performance of employees	
18) Salary of employees is impacted due to reduction in resource hours	

The key challenges are categorized in areas such as *work*, *collaboration with co-workers*, *career opportunities*, *leadership* and *company practices* (as suggested in Conceptual framework 2). These key challenges indicated the pain points in current state of employee engagement in the case organization.

6.3 Proposal of the Study

To propose recommendations for the case organization in this study, logical structure of proposal is shown in Figure 16 below.

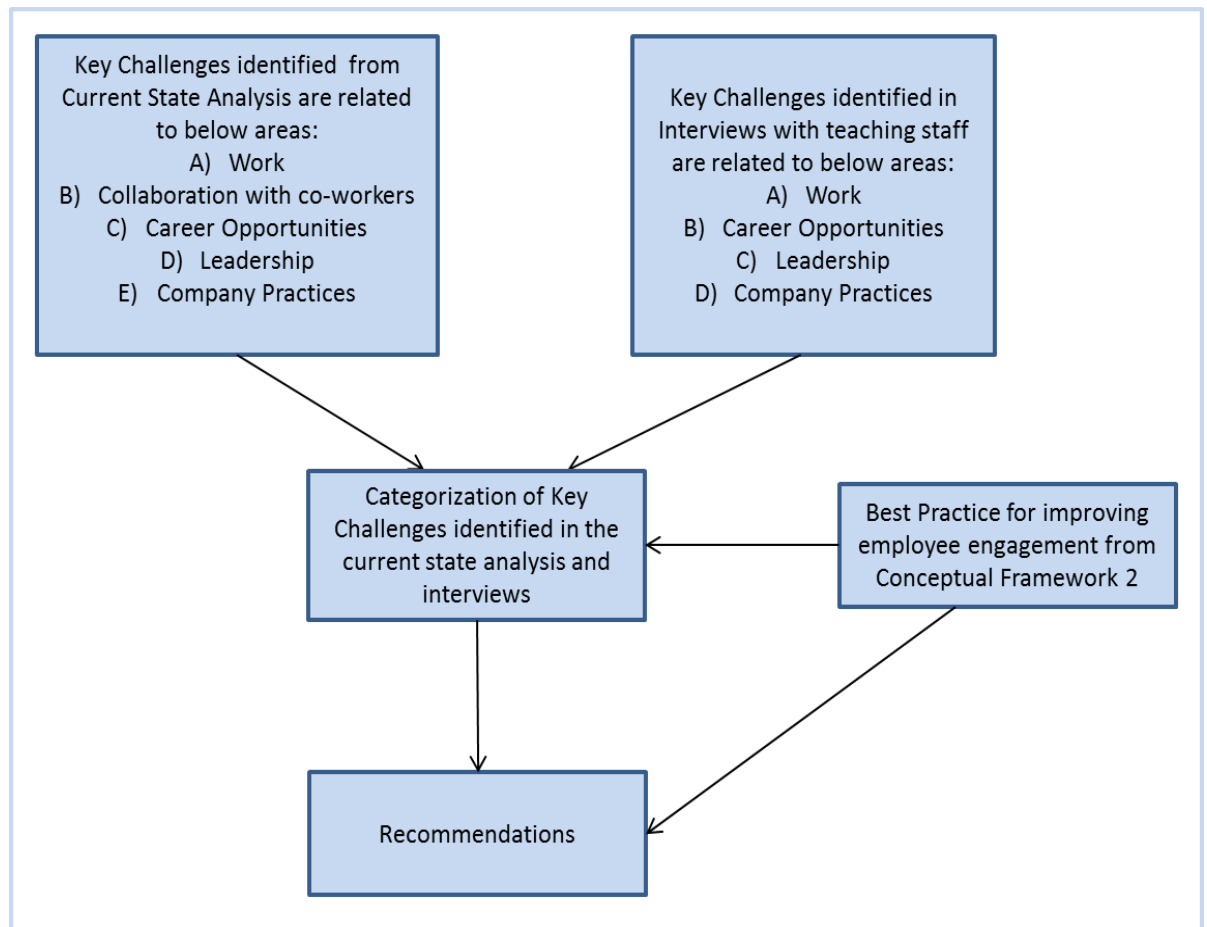


Figure 16. Logical structure of the proposal.

The logical structure of the Proposal is drafted by considering the key challenges identified in the current state analysis of the case organization (both from the surveys and interviews). The key challenges are also categorized to be in aligned with the key areas of employee engagement identified in Conceptual framework 2 of Section 5.

First, the study proposes that the case organization should take measures related to these challenges by making improvement on following the five themes related to the key pain points from the current state analysis. In best practice to improve employee engagement six key areas are covered, however in the case organization personal satisfaction is not noted as key pain points among teaching staff. As students is the source of motivation at work.

The key challenges identified during the current state analysis relate to: first, the *Work* area and include *A. Responsibility at work, B. Concerned for good quality, C. Work Expectation, D. Reduction in resource hours for teaching staff, E. Recognition at Work is less, F. Work-life balance disturbed, G. Work Function is not efficient*. In this *Work* area, the employees are most visibly stressed by reductions in the *resource hours* or teaching hours which significantly disturbs the work-life balance of the teaching staff. In addition, the employees feel de-motivated due to the lack of recognition. Similar issues were identified from both the surveys and the interviews with teaching staff.

In order to propose recommendations, the *Work* area is further divided into two areas, *Meaningfulness at work* and *Empowerment at work*. To address these issues, best practice to improve employee engagement were discussed in Section 5 and the findings serve as basis for the suggested improvements, as shown in Figure 17 below.

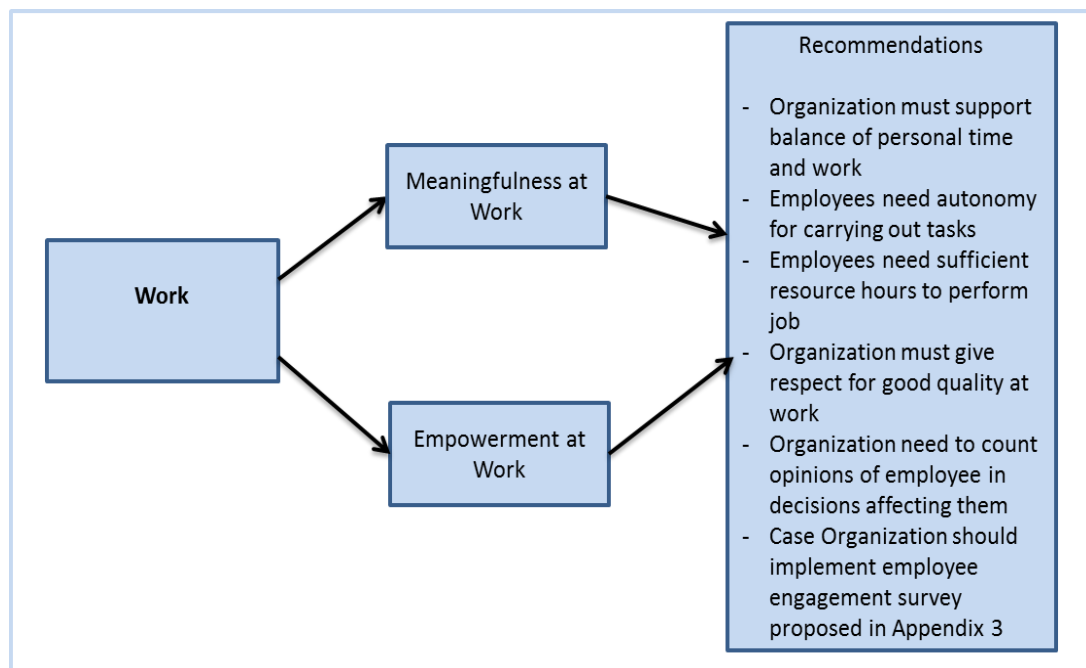


Figure 17. *Work* related improvements for the case organization.

Based on the challenges identified from the current state analysis and findings coming from best practice, the organization needs to support both *meaningfulness* at work and *empowerment* at work. This support from the organization can take place in many ways.

First, it is essential that employees are heard and that their views count in decision making. It is also important to support the balance between work and personal life, as resources are scarce and many teachers are working overtime, often in their personal time and without any compensation, to substitute for lacking resources. For the teachers, quality seems to be a matter closely related to meaningfulness at work, and based on the interviews, the teachers sometimes have a feeling that the organization does not support good quality. Thus, sufficient resources for quality work, support and recognition for good quality, and the need for being heard make the key issues for improvements as the most basic conditions for better employee engagement in the case organization. These measures, if taken, will lead to the increase in meaningfulness and empowerment at work, which directly and most notably lead to improved employee engagement.

In order to hear the employee, the case company is proposed to introduce an engagement related survey to measure the declining employee engagement. As the case organization is no more conducting the “Great Place to Work” survey, therefore in order to monitor employee engagement in the case organization, *an internal survey* is proposed along with recommendations for improvements for the *Work* area. This survey can help the Human resource department to monitor employee engagement in the case organization and avoid any further decline in it. The proposed survey is explained in detail in Appendix 3. This survey is developed with help of academic and commercial models discussed in Section 3, as well as based on the results from the previous “Great Place to Work” surveys discussed in Section 4. The most essential elements from the “Great Place to Work” survey are added and the missing elements are proposed for this new survey (the new elements are marked in grey color below). The survey is prepared according to the available knowledge and best practice findings learned in the thesis writing time. It is divided into six categories, as identified in Section 5 such as: (a) personal satisfaction, (b) work and collaboration with co-workers, (c) career opportunities, (d) leadership, and (e) company practices. There are 33 questions in the proposed survey designed for the employees to evaluate their employee engagement and related conditions. Responses can be given on the scale of four grades including: *agree*, *partially agree*, *do not agree*, and *not applicable*. Based on the responses from the employees, their employee engagement can be measured.

Second, regarding *Collaboration with co-workers* as the second most painful area, the key challenge identified during the current state analysis showed that *Collaboration among co-workers is visibly less happening in some departments*. In other words, in some departments, the employees collaborate with each other and help in daily activities. While in other departments, this collaboration is visibly less in existence, and they suffer especially from the conditions related to employee engagement. Moreover, even generally, even for those highly collaborative departments, the positive organizational environment in organization was significantly disturbed. This study demonstrated that this disturbance happened due to the latest organization change in 2013 (in summary of Section 4). One of its manifestations is the stress of the employees related to reduction in *resource hours* and increase of the unpaid workload. As a result, the employees became de-motivated which needs to be addressed in order to improve the current declined employee engagement (the measures are proposed in Section 5 above). Collaboration with co-workers makes a significant part in it.

The proposal for this area, *Collaboration with co-workers*, is shown below in Figure 18. It is divided into two main categories: *Relationships with co-workers* and *Relationships with the immediate supervisor*, as shown in Figure 18 below.

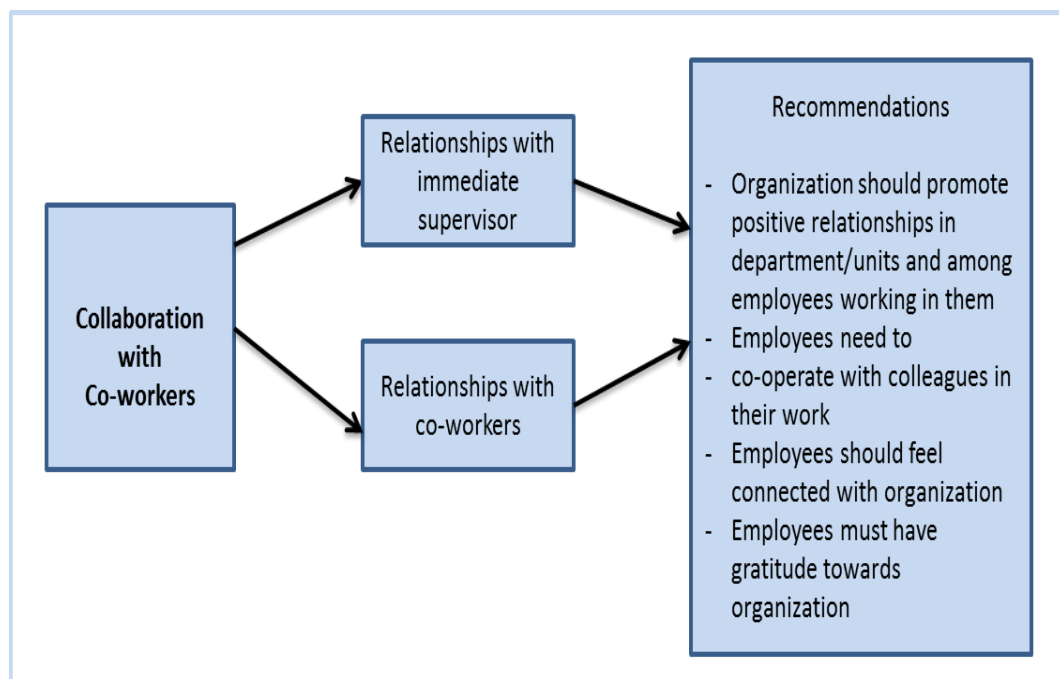


Figure 18. Improvements related to *Collaboration with co-workers*.

Relationships at work can be improved by creating positive environment in the organization and positive relationships with management. *Positive interactions* with co-workers create a sense of belongingness among employees and contribute to meaningfulness at work. *Positive relationships* can build in many ways such as by helping co-workers in work or may be replacing co-worker in situation of absence at work. Feeling of gratitude towards the organization will raise motivation at work and help in increasing personal engagement. As discussed in Section 5 of this study, engaged employees are contagious in terms of their positive emotions and thus help in creating positive environment at work. Additionally, the case organization needs to promote positive relationships among the employees by organizing events or fun at work for building team spirit. The proposed recommendations also emphasize the value of positive relationship between the co-workers and the management. These recommendations are addressed to the employees working in the case organization since positive environment can help improve conditions of employee engagement. Thus, by building and maintaining positivity and by increasing co-operation at work, the organization can help to improve relationships with supervisor and co-workers.

Third, another proposal relates to improving *Career opportunities*. The key challenges identified during the current state analysis related to *career opportunities* include: A. *Training and Development opportunities are less*, B. *Growth opportunities are not performance based*. Employees are interested in training opportunities, but due to excessive workload, the employees are unable to take training programs. In addition to this, the employees feel that the growth opportunities, such as promotions in job, are not dependent on performance of the employees. As the results of the 'Great Place to Work' survey from 2014 demonstrated, the question '*Promotion goes to those who best deserves them*', the average for answers by the employees was 0%, which indicates that the promotion policy in the case organization is not fair. The results of the 'Great Place to Work' are included in Appendix 1. Similar issues were identified during the interviews with the teaching staff. In order to propose recommendations, best practice to improve employee engagement were discussed in Section 5 of this study.

The proposal for this area, *Career opportunities*, is shown below in Figure 19. It is divided into two main areas: *Training and development opportunities* and *Growth opportunities*, as shown in Figure 19 below.

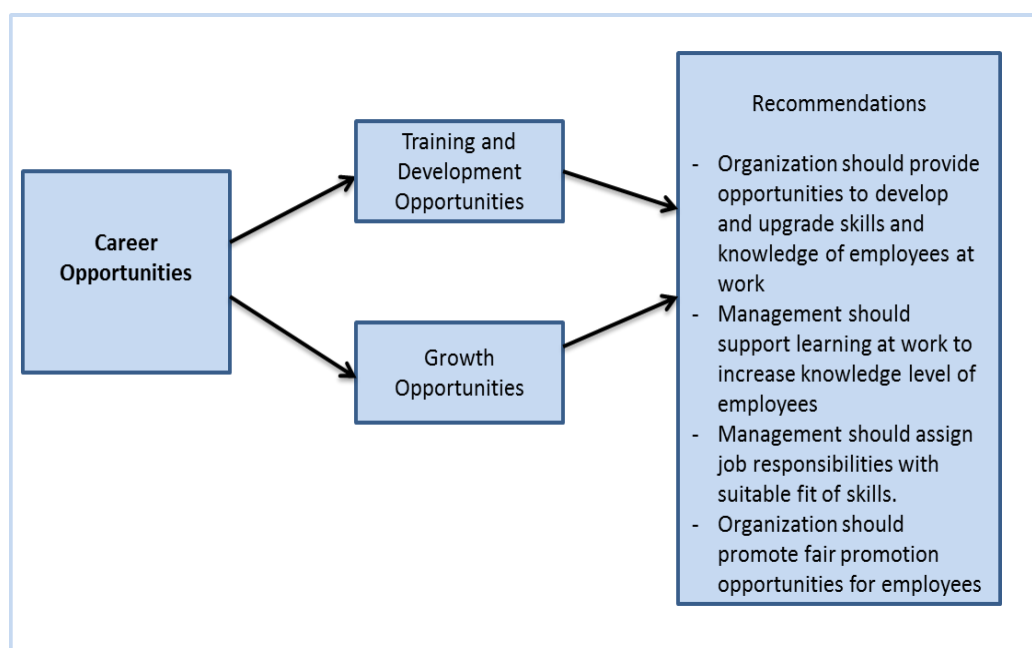


Figure 19. Improvements related to *Career opportunities* in the case organization.

Recommendations for improving career opportunities in the case organization include support training and development opportunities in many ways such as: increasing opportunities to develop knowledge and skills of the employees by assigning them training programs; supporting their learning at work by increasing e-programs; or distance learning programs that do not need them being present physically. Job responsibilities assigned by the management should fit a suitable set of skills and knowledge of the employees and should help in building expertise in some particular field. In addition to this, the organization should promote a fair policy for promotion of employees, and performance should matter in growth-related issues rather than favoritism or unfair means. Fair policies can help organization to regain trust of employees in their management and the management decisions. This can also help in creating more positive environment at work since a personally dissatisfied employee is one of the main reasons for decline in employee engagement and should be clearly avoided.

Fourth, the next part of proposal relates to *Leadership* conditions improvement. The key challenges identified during the current state analysis in the *Leadership* area include: A. *Lack of caring for employees*, B. *Less autonomy to employees*. The employees were also found to be concerned by the communication gaps from the management due to the new organizational structure. In the previous structure, there was one

assigned supervisor for each expertise, but due to the new matrix organizational structure, there are approximately three supervisors per each area of expertise. Due to these overlapping areas of responsibilities among the management, the employees are feeling as less cared for from the management side. In is, for example, evidenced in delays in approvals or requests. Simultaneously, the employees have currently become less autonomous in their work, which also makes its negative effect on employee engagement. Similar issues were identified also during the interviews with the teaching staff. In order to propose recommendations, best practice to improve employee engagement were discussed in Section 5 and used as basis for the leadership suggestions.

The proposal for this area, *Leadership*, is shown below in Figure 20. It is divided into two main areas: *Communication* and *Empowerment to employees/subordinates* and is shown in Figure 20 below.

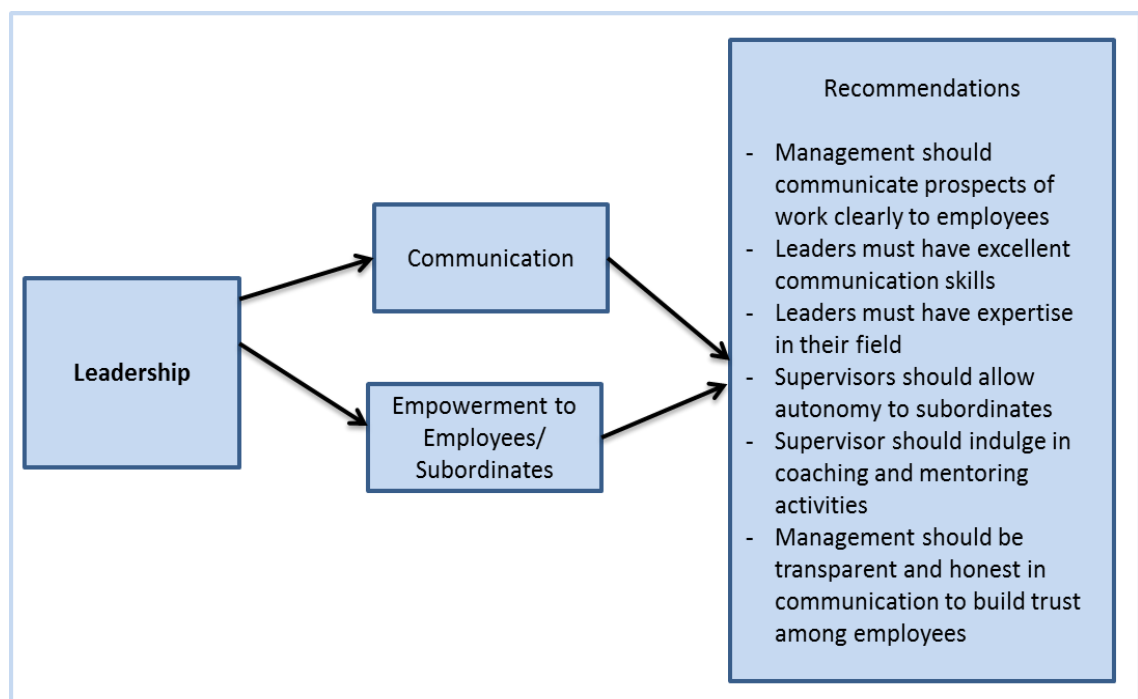


Figure 20. Improvements related to *Leadership* in the case organization.

As discussed earlier, employee engagement is influenced by management practices in organizations at a very considerable level. In organizations, leaders should be active and skillful in communicating the organizational targets to the employees in terms of their prospects of work. According to the interviews with the teaching staff, however,

most of the teachers are currently managing work on their own, with minimum support from the top management, since due to the recent restructuring, the new supervisor often comes from another field and is not related to the same expertise. However, even in this case, the supervisor should still be a good leader. The employees appreciate transparency and authenticity in leaders and this helps them both to work together. In the case organization, the supervisors can enhance knowledge and skills for their subordinates by involving them, for example, in coaching and mentoring activities. Additionally, involving employees in decision making affecting their work builds trust among the employees and empowers them. Caring for employees in day-to-day work gives feeling of being valued and has proved to improve employee engagement.

Fifth, this part of the proposal relates to *Company practices*. The key challenges identified in the current state analysis in *Company practices* relate to: A. *Appreciation from the management*, B. *Rewards and recognition*, C. *Benefits* in the organization, D. *Case organization reputation is not high among the employees*. During the interviews, the employees admitted to being tensed by reduction in *resource hours* or teaching hours which actually reduce their salary as it is directly proportional to resource hours. In addition to this, the employees feel de-motivated due to lack of verbal appreciation or monetary rewards.

The proposal for this area, *Company practices*, is divided into three main areas: *Rewards and recognition*, *Benefits*, and *Atmosphere*. These recommendations shown in Figure 21 are addressed to the case organization and derived from the available knowledge and best practice to improve employee engagement (discussed in Section 5).

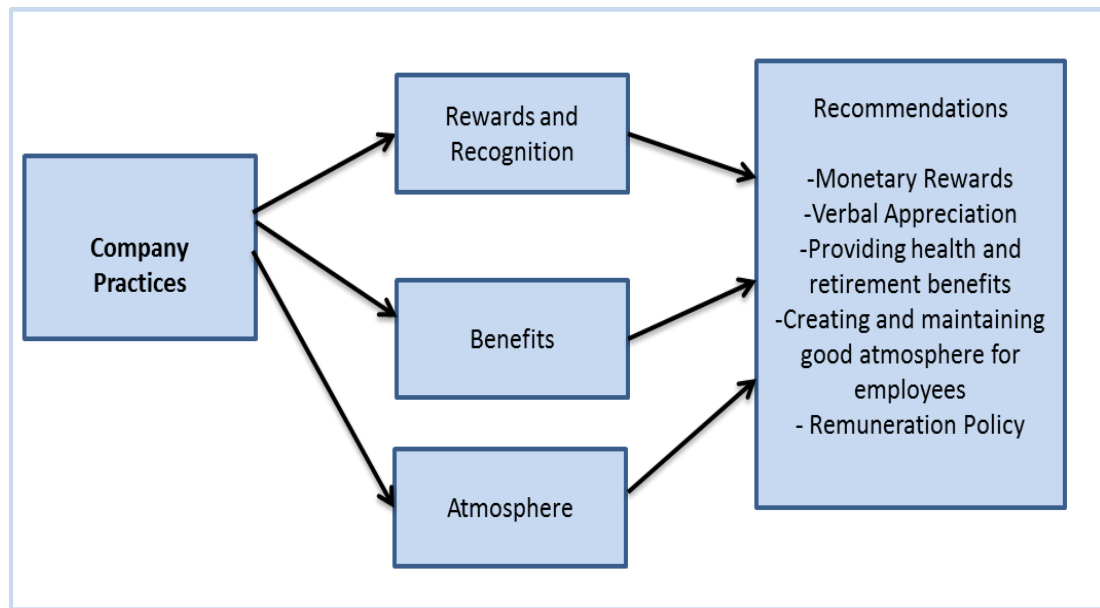


Figure 21. Improvements related to *Company Practices* in the case organization.

As the recommendations in Figure 21 show, the case organization can support the employees in many ways such as: by creating and maintaining good atmosphere, verbal appreciation, and introducing monetary rewards at the end of year for good performers. Best practice suggests that employees feel motivated by hearing verbal appreciation from their immediate supervisor for hard work; additionally, monetary rewards are very much expected. Presently, remuneration policy in organization is felt as not performance dependent. During the interview respondents mentioned that some employee in the organization get bonuses and this amount is not performance dependent. Thus, remuneration policy in the case organization needs to be revised.

6.4 Validation of the Proposal

Validation of the proposal was done in a review meeting with Human Resource department of the case organization. It is used as Data 3 for this study and details of Data 3 are given in Section 2.3. In the review meeting, the Human Resource (HR) department team from the case organization got the proposal plan validated. In this meeting, Human Resource department has appreciated the study by saying that this study brought up relevant results and concerned important factors for the case organization. In the review meeting, it was also noted that the employee engagement related surveys conducted so far in the case organization were well utilized in this study. The HR department team also appreciated that the study attempted at the interpretation of

the results and added a theoretical perspective to this problem. The research of the the key challenges identified by studying employee engagement in the current state analysis and conducting interviews with the teaching staff for building the proposal were also noted as an important move. Human Resource (HR) department also admitted that their department is well-aware of this current problem in the organization.

In the review meeting, the Human Resource team also regretted that this study has not revealed any additional, previously unknown, significant data that could have added a new dimension to those known already. If the future, this note needs to be taken into account when formulating the business challenge, since the decline in employee engagement after the recent restructuring in 2014 has already been acknowledge in the case organization. Therefore a new angle to the business challenge could have brought additional insights to the problem.

As for the proposed recommendations and the internal survey for monitoring employee engagement that this study proposed, in the future, since the case organization is no more continuing with the "Great Place to Work" survey, this new proposed survey can help Human Resource department to monitor employee engagement. This survey covers the questions for measuring employee engagement presented in a concise yet comprehensive manner and is also convenient as for the time and efforts needed for processing of the results (the grading being on the scale 1-4). Therefore, the hope is that in the future that tool that was specially developed to suit the challenge of the case organization will be utilized and will bring the desired results, which will serve as a basis for further employee engagement improvements.

7 Discussion and Conclusions

This section summarizes and evaluates the results by comparing outcome and objective of this study. It also discusses reliability and validity measures taken by the researcher.

7.1 Summary

As service business is people's business, to survive in this competitive world, companies and organizations depend on their employees. Employee engagement is one of the hot topics in human resources department from recent years. As business practice suggests a successful organizations really benefit from the employees engaged to their organization, who are more committed and innovative and show more initiatives at their workplace. Employee engagement means a positive attitude held by an employee towards the organization and its values. Engagement is contagious as engaged employees spread their positive energy to other employees and thus engagement can be increased by creating a positive and collaborative environment. Importantly, engagement is a two-way process as it requires organization to nurture, maintain and grow engagement, maintains strong relationship between employees and employer.

The aim of this study was to explore employee engagement in the case organization and suggest improvements based on the analysis. The case organization has experienced a decline in employee engagement in the past few years, which has been recognized by the Human Resource department and reported in the recent employee related survey results. Due to the decline in employee engagement, other factors started affecting the organization such as employee retention and decreased loyalty of employees towards the organization.

This study, conducted as a case study, explored the reasons for declining employee engagement in the context of the case organization and suggested measures to improve the situation. To make these suggestions, the study first reviewed the employee engagement concept and best practice for improvement of conditions to reach better employee engagement. Due to lack of uniformity in academic literature of employee engagement, different models of employee engagement suggest different drivers of employee engagement. Moreover, being a complex phenomenon, there is also no direct variable to measure it. Therefore, to make improvement of employee engagements factor possible, this study identified five areas most relevant for engagement

improvements. These areas include: (a) work, (b) career opportunities, (c) collaboration with co-workers, (d) leadership and (e) company practices.

In the practical part, to investigate the current state of employee engagement in the case organization, the researcher had, first, to match the commonly used employee engagements variables with the data collected from the employee satisfaction and well-being surveys conducted in the organization earlier. This need arose from the fact that the case organization have not yet conducted any special employee organization surveys. This match of employee engagements variables with the organizational results made it possible to diagnose the current state of employee engagement in the case organization. After that, the results were enriched with the data coming from interviews with the teaching staff.

After identifying the key challenges from the data analysis, they were addressed by using best practice obtained from literature review. Measures to improve employee engagement were categorized and approached from all five perspectives: personal satisfaction, work, career opportunities, collaboration with co-workers, leadership and company practices. The study proposed a set of recommendations for the case organization related to these five areas for avoiding further employee engagement decline. As the paramount step to improve employee engagement, the study suggests that the case organization should improve its human-to-human interaction by providing individualized support and encouragement to each and every employee.

The study also demonstrates that for the case organization employee engagement includes a continuous process of measuring, analysing results, learning from drawbacks, taking actions for improvement, and again measuring for next year. Therefore, the study also suggest to introduce a regular employee engagements checks and study the state of employee engagement also in the next coming years.

Although the findings in the study are restricted to the context of the case organization, the general logic of approaching this challenge could possibly be extended to other organizations. This study can help human resource department to obtain a better picture of employee engagement in their organizations and address a similar problem in a proposed way.

7.2 Evaluation of the Thesis

This study explored employee engagement in context of case organization and investigated the reasons for declining of employee engagement in the case organization. It proposed recommendations for improving conditions so that better employee engagement can be achieved.

Reliability and validity are two dimensions to measure the results of the study.

7.2.1 Outcome vs Objective

The objective of this study is to explore employee engagement in the case organization by studying employee engagement phenomenon through literature and employee engagement survey results in the case organization. This study proposed recommendations for improving employee engagement in the case organization. During this study, the current state analysis was drawn from the survey data from the case organization, however, not all the information and results were made available to the researcher, due to confidentiality issues. Therefore, it makes one of the limitations of this study, along with using only two types of data, surveys and interviews. Another limitation is that the measures proposed in this study were not tested, which was not possible to do in the course of this study. Thus, better data coverage as well as testing could be pointed out as the areas for further research.

7.2.2 Reliability and Validity

In this study, the measures to strengthen validity and reliability were discussed in Section 2.4. Yin (2003) suggests four points to check reliability of the study. *Construct Validity* is done by using two data sources such as internal surveys and interviews with teaching surveys. *Internal Validity* is covered through addressing the research objective through the recommendations suggested in this study for improving employee engagement. *External Validity* is secured grounding of employee engagement concepts from literature. *Reliability* is covered by using best practice of employee engagement from literature to build proposal for improving employee engagement in the case organization.

Additionally, to assure validity and reliability, multiple sources of evidence are used such as internal survey data and interviews. During the data collection, interviews were recorded and field notes taken to avoid any miss of information. The questions asked during the interviews related to daily work and routines of the teaching staff. To fulfil the reliability criteria of this study, two data collection methods were used. First, the internal surveys in the case organization was used for analysing the current and previous employee engagement; secondly, the interviews with the teaching staff were done to specify the employee engagement situation in more detail.

In case a similar study is repeated in the case organization, it will probably come across the same findings. Although having its multiple limitations, due to a limited access to data and also a limited time for more in-depth research, each unit was not studied separately; and the survey data was relied on for getting a holistic view of the conditions of employee engagement. Additionally, due to confidentiality reasons some data of Human Resource department in the case organization could not be utilized for this study, but it was overcome partly through conducting interviews with the teaching staff and arranging a review meeting with the human resource department to validate the proposal. Thus, due to these reasons, the researcher was unable to produce more reliable conclusions and recommendations.

7.3 Final Words

Employee engagement is one of the hot topics in human resources department from recent years. Due to lack of uniformity in academic literature of employee engagement, different models of employee engagement suggest different drivers of employee engagement which illustrates once again that 'one size does not fit all'. Moreover, being a complex phenomenon, there is also no direct variable to measure it. An engaged employee, however, is a desirable employee for companies and organizations since it fits well with the current scenario of business life and is able and enjoys works in a team with colleagues for the better overall performance of his or her organization.

In addition to this, an engaged employee is aware of organizational goals and values. Moreover, engagement is contagious as engaged employees spread their positive energy to other employees and thus engagement can be increased by creating a positive and collaborative environment.

Finally, engagement is a two-way process as it requires organization to nurture, maintain and grow engagement, maintains strong relationship between employees and employer. Thus, it makes employee engagement one of the important aspects for each and every organization and it is a continuous process of measuring, analyzing results, learning from drawbacks, taking actions for improvement and again measuring for next year. Usually employees are considered as assets by organization; but beneath it all employees are humans. Therefore, it was suggested in this study that the paramount step in of employee engagement concept should be related to improving the quality of human-to-human interaction by giving more personalized care and help to each and every employee.

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Appendix 1

Great Place to Work Survey Results for Year 2011-2014.

Appendix 2

Mapping of Great Place to Work Survey against Commercial Models of Employee Engagement

Appendix 3

Employee Engagement Survey proposed for Internal Use of the Case Organization

Section	Question	Response			
		Agree	Partially Agree	Do Not Agree	Not Applicable
Personal Satisfaction	I am personally satisfied with work assigned to me				
	I am satisfied with benefits given by organization				
	I am satisfied with my organization as work place				
	I will refer organization to my family/friends				
Work	I am aware of my responsibility at work				
	I am keen to maintain quality at work by putting extra efforts				
	Expectation at work is cleared by management				
	I am provided with sufficient resource hours for teaching				
	For good work , monetary recognition is given by organization				
	For extra efforts at work, verbal appreciation is given by supervisor				
	I am having a balance of Personal life and Professional life while working in organization				
	Personal goals at work are aligned with organizational goals				
	Number of students per teacher is adequate in classroom teaching				
Collaboration with Co-workers	Employees collaborate with co-workers				
	I have positive relations with co-workers at workplace				
	I have positive relations with supervisor at workplace				
	Workplace is having a positive environment				
Career Opportunities	Employees have fair opportunities for promotion				
	Employees are provided with Training and development opportunities				
	Feedback given to management are taken into account and implemented				
	I make good use of my knowledge and skills in my daily job				
	Supervisor facilitate employees with coaching and mentoring				

Leadership	Management keeps me informed with the important activities within my organization				
	Management encourages two-way communication in the case organization				
	Management shows care for employees				
	Supervisor gives timely feedback to employees				
	Management involves employees in decision affecting their work				
	I have trust in leadership of organization				
Company Practices	Performance and Appraisal system is transparent to employees				
	Survey results of previous years led to actions by organization				
	I am fairly paid for my work by organization				
	I have health benefits at my organization				
	I have retirement benefits at my organization				
Total					